

SYSTEM AND METHOD FOR CONTENT MANAGEMENT ASSESSMENT

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CROSS-REFERENCE TO RELATED APPLICATIONS

This application claims priority from provisional application number 60/418,443 filed October 11, 2002, which is incorporated herein by reference.

10 This application is related to co-pending, co-assigned United States patent application entitled Method for Managing Knowledge Flow to Value (Docket D/A2482), which is filed concurrently with this application and the contents of which are incorporated herein by reference.

FIELD OF THE INVENTION

15 This invention relates generally to a system and method for content management assessment, and more particularly to a system and method which employs metrics across a broad spectrum of content types.

BACKGROUND OF THE INVENTION

20 Organizations depend on vast amounts of information to operate; indeed, organizations can be saturated with information. But information alone does not guarantee success. Information needs to be marshaled and organized for its intended purpose. Some of this information is embedded in document form on the web, on other digital media, or on paper (media-based). Other information can be more elusive; it is vested in people and acts as the
25 foundation for their knowledge (knowledge-based).

Conventional information technologies provide software-based solutions, called document management, for managing certain types of information. Document management addresses the storage and recall of documents as objects. As a natural follow-on, "content" within documents, such as sentences, paragraphs, tables, and graphics, can also be managed.
30 Content management involves managing internal objects and supports their dynamic reuse in

different documents. However, conventional information technology (IT) systems often overlook information in files, manuals, web pages, reports, letters, etc. Conventional information technology also ignores unrecorded information.

An organization has to optimize its use of both media-based and knowledge-based resources to thrive and grow. An organization has to provide timely access to relevant information and knowledge, distributing it to the people who need it, re-using it whenever possible, realizing opportunities and removing overhead. An organization's value and future rely on the effective use and enhancement of its intellectual assets such as the knowledge of its people, the information available through them to and from customers and business partners. This means re-inventing and innovating business processes and changing work practices, often through the hiring of consultants and focusing on application areas such as Customer Relationship Management (CRM) or Enterprise Resource Planning (ERP).

An existing method for delivering content management related consultancy services is for each service consultant to rely on examples of his own previous work, and on haphazardly gathered examples of the work of other service consultants. Organizations need a system and method for managing content in order to change and improve their business by designing processes and building systems that organize and exploit this material. Organizations need a method for assessing content management which assesses all relevant information in an organization, both recorded and unrecorded.

SUMMARY OF THE INVENTION

A system and method for assessing content management, according to one aspect of the invention, includes identifying business critical information across processes and groups within the organization. Instead of focusing on specific application areas such as Customer Relationship Management or Enterprise Resource Planning, the system and method of the invention focus on information and knowledge content across processes and organizational groups within the organization. The system and method recognizes the fact that one group within an organization or one process within an organization may require information from other processes and organizations. Business critical information includes information stored in the form of web content, electronic documents, paper documents and digital media and also

unrecorded information. Transactions between users within the organization which are associated with the business critical information are identified. Major value chain processes within the organization for managing the business critical information and their associated transactions are identified. The role and flow of the business critical information and their associated transactions within the major value chain processes across organizational groups within the organization are analyzed to develop a set of modifications to the major value chain processes for achieving an optimized flow. The flow of the business critical information and their associated transactions through the major value chain processes across the organizational groups within the organization is measured to determine a baseline flow for the business critical information. The major value chain processes are modified in accordance with the set of developed modifications and the flow of the business critical information and their associated transactions through the modified major value chain processes is measured. This process is repeated until the optimized flow has been achieved.

The step of analyzing the role and flow of the business critical information and their associated transactions may include pinpointing problems in which business critical information, knowledge and processes combine to affect key business performance indicators. The step of analyzing the role and flow of the business critical information and their associated transactions may also include developing a set of metrics for measuring the flow of the business critical information and their associated transactions through the major value chain processes across the organizational groups within the organization.

The system and method may further include defining a particular business service (or component service) within the organization which uses business critical information in a defined way. Examples of particular business services include a content strategy for identifying and managing content-related initiatives across the organization; a knowledge and work practice assessment for identifying critical and competitive factors within the organization; a business case for developing a cost-benefit justification of a proposed content improvement initiative; a requirements analysis and specification for process innovation for the organization; and a requirements analysis and specification for solution development for the enterprise. Two or more of the business services may be combined or a customization provided for a particular customer.

An important tool used in the system and method for the various identification steps is a workbook with an ordered set of templates for gathering each of business critical information, associated transactions, and major value chain processes. A workbook may be defined for each of the component services. The workbook is a tool which has a baseline set of templates for use in each of the component services. The templates can be customized for a particular customer, organization, industry or other defined conditions. The templates can be used as a means for collecting and recording unrecorded knowledge within the organization. The templates can be completed by a consultant after observation of an organization's processes or used as an interview form to elicit information from members of the organization.

In accordance with another aspect of the invention a system for assessing content management within an organization, includes means for identifying business critical information across processes and groups within the organization, wherein business critical information comprises information stored in the form of web content, electronic documents, paper documents and digital media and unrecorded information; means for identifying transactions within the organization which are associated with the business critical information; identifying major value chain processes within the organization for managing the business critical information and their associated transactions; means for analyzing the role and flow of the business critical information and their associated transactions within the major value chain processes across organizational groups within the organization to develop a set of modifications to the major value chain processes for achieving an optimized flow; means for measuring the flow of the business critical information and their associated transactions through the major value chain processes across the organizational groups within the organization to determine a baseline flow for the business critical information; and means for modifying the major value chain processes in accordance with the set of developed modifications and measuring the flow of the business critical information and their associated transactions through the modified major value chain processes until the optimized flow has been achieved.

A system and method for assessing content management (content management assessment or CMA) examines and analyzes the roles and flow of business critical information held in the form of web content, electronic documents, paper documents and other digital media/assets and knowledge assets within major value chain processes in the business. The

system and method for CMA delivers metrics which provide a clear means for measuring a client's business information flows and their use. The system and method for CMA develops measurable goals for business improvement related to the management of information and the associated transactions between users of that information. The system and method for CMA can be used to provide customer deliverables: reports on findings, an assessment of strengths and weaknesses, metrics that assist in developing business cases for change, proposed changes to business processes, requirements specifications, an overall strategy and an action plan with key recommendations. The system and method for CMA enables the preparation of a detailed design and deployment of solutions, not only handling the technical aspects of systems integration, but also working with our clients to develop and implement change management programs, with hosting and managed service operations. The system and method for CMA solves the problem of sub-optimal management of content and information to support business objectives.

BRIEF DESCRIPTION OF THE DRAWINGS

FIG. 1 is a block diagram of a system for consult methodology assessment including five component services;

FIG. 2 is a block diagram of a method of implementing a CMA; and

FIG. 3 is a flow chart of the steps involved in the CMA Business Case component.

DETAILED DESCRIPTION

The system and method for CMA can be provided in six exemplary, discrete component services (see Figure 1). These can be delivered either as separately provided projects or, more usually, combined in a configuration unique to a specific customer's requirements. These six CMA service components examine the way knowledge and work practices support business processes, propose changes to business processes, specify requirements for solutions, make a business case for change, and propose an overall strategy for a program of projects to implement these changes.

The Executive Assessment component service takes an overview of part or all of an organization and identifies areas where solving document, content and knowledge issues could provide major benefits. Executive Assessment gathers, analyses and validates information and

develops the case for change, so that customer management can justify the next stage of the work necessary to develop and implement content and document related solutions.

The Content Strategy development component service is used to identify, prioritize and manage content-related initiatives - highlighting opportunities, summarizing benefits and planning project implementation. The Content Strategy service helps clients to identify and manage a program of content-related initiatives across their organization, including the business case, prioritization and implementation planning.

The Knowledge & Work Practice assessment component service is used for assessing knowledge flow and social capital, creating a basis for managing most critical competitive factors, developing a master concept and action plan to enable transformation for sustainable market success and competitive strength. The Knowledge & Work Practice Assessment component service produces a strategy and action plan to transform the organization's most critical and competitive factors: people's knowledge about clients and markets, social capital, capability for innovation and learning, knowledge processes, as well as partnering and networking.

The Business Case development component service calculates paybacks and benefits by reviewing the current situation and identifying performance gaps. Metrics are selected and solutions are identified in terms of business processes and technical components and a vision is developed of the future business context. The Business Case development component service takes a proposed content improvement initiative and develops a cost-benefit justification for it as a project, with a vision of how the preferred solution will work in a business context, risk management and an implementation plan.

The Process Innovation requirements component service analyzes and benchmarks business processes with their content flow, identify improvements, and make proposals for process for change with the anticipated measurable benefits. The master plan for business innovation forms the basis for action and feeds through directly to activities such as change enablement and management. The Requirements Analysis and Specification for Process Innovation (RASPI) component service identifies opportunities for process innovation and benefits including metrics to measure them, delivering an action plan for optimization, re-design and transformation.

The Solution Development requirements component service defines business and technical requirements, linking processes to functions within an overall solutions architecture. Together with the requirements for process innovation, this forms a basis for strategic outsourcing or for a development and integration project. The Requirements Analysis and Specification for Solution Development (RASSD) component service defines business and technical requirements for a new content management solution which create the base for process outsourcing, for an RFP or for an external/internal development and integration project.

Component services can be provided individually or in sequence. Alternatively a customer unique service can be created to meet unique customer requirements. Each component service may provide customer deliverables such as reports on findings, the assessment of strengths and weaknesses, metrics that assist in developing business cases for change, proposed changes to business processes, requirements specifications, an overall strategy and an action plan with key recommendations.

The CMA service focuses on delivering metrics which provide a clear means of measuring a client's business information flows and their use. It also develops measurable goals for business improvement related to the management of information and the associated transactions between users of that information.

The system and method for CMA provide several new features over prior methods. The CMA reviews the current state of and opportunities for improvement in Content Management at strategic, project or detailed operational process levels as required. Two or more of the CMA services can be used in a sequence to identify and specify successively more detailed solutions. The CMA focuses on information and knowledge content across processes and organizational groups, instead of focusing on specific application areas such as Customer Relationship Management or Enterprise Resource Planning. The CMA employs a modified version of the Six Sigma approach to business modification and applies it to business process improvement. The CMA is supported by and interfaces with an integrated suite of other methodologies for example, such as those provided by Xerox Corporation for Project Management, Systems Integration and Change Enablement. The CMA differs from traditional business consulting in that it investigates the applicability of collaborative commerce processes and technology, performs a knowledge

management assessment of cultural behaviors and draws on behavioral science for establishing better work practices.

The system and method for Content Management Assessment may be implemented as a consultancy service which can operate at strategic, project or detailed operational process levels as required. The CMA provides a formal means of measuring and improving business performance by considering the management and transaction of business critical information which is held in the form of documents, email, web content, other types of digital media/assets, and paper documents. It provides a structured program for evaluating the ways in which this business information and knowledge are utilized in support of key business processes, in whichever form the information is held.

An organization's value and future rely on the effective use and enhancement of its intellectual assets - the knowledge of its people, the information available through them to/from its customers and business partners. Content Management enables process innovation and change by managing and distributing information across multiple environments and media. The CMA identifies improvements in business process efficiency and effectiveness related to Content Management processes and their use throughout the entire business value chain. The CMA provides a formal means of measuring and improving business performance. A goal of the CMA is to reduce the risk and improve return on major client investments in the areas of, for example, CRM, ERP, SCM, Intellectual Capital & Property management and Product/Services Lifecycle management. The CMA achieves these goals by targeting the reduction of time to market for client product and services; shortening of lead-times; improvement in management of information assets; enhancement of market communications; improvement of knowledge sharing; development and application of risk management practices.

Figure 2 is a flow diagram of a method for CMA. After client engagement, business critical information is identified across processes and groups within the organization, wherein business critical information comprises information stored in the form of web content, electronic documents, paper documents and digital media and unrecorded information. Transactions among users within the organization which are associated with the business critical information and major value chain processes within the organization for managing the business critical information and their associated transactions are also identified. For example, if the customer

desires a business case assessment, a workbook with templates specially designed for the business case is used to identify the business critical information, associated transactions and major value chain processes within the organization. Next the CMA analyzes the role and flow of the business critical information and their associated transactions within the major value chain processes across organizational groups within the organization to develop a set of modifications to the major value chain processes for achieving an optimized flow. The flow of the business critical information and their associated transactions through the major value chain processes across the organizational groups within the organization is measured to determine a baseline flow for the business critical information. Modifications to the major value chain processes are suggested and made and the flow of the business critical information and their associated transactions through the modified major value chain processes is measured and the process repeated until the optimized flow has been achieved.

The system and method for CMA can address customer issues such as: Ineffective/inefficient use of information means; slower time to market; slower responses to customers; higher transaction costs; delayed decisions due to missing information; delayed business change due to content conversions between legacy systems; higher costs due to operating in silos; duplication of efforts due to information dispersion across many different systems and sources; regulatory conformance costs become higher. The system and method for CMA can provide customer benefits such as: identifying solutions and an action plan for: reducing time to market; faster and higher quality customer responses; lower transaction costs due to improved communication; more relevant, timely and accurate information; more repurposing of flexible content through inter-system communication; information sharing at lower cost; multi-sourced information personalized through a single access point; conformance information as a product of normal business processes.

CMA Business Case Component Example: A flow chart of the steps involved in the CMA Business Case component is shown in Figure 3. Some of the questions to be asked (which may be included in one or more templates in a workbook) and an outline of some of the questions and steps to be taken are:

A Business Case develops a cost-benefit justification for a content improvement initiative.

Obtain estimates of costs and benefits.

Which costs? Define the main cost elements of the solution.

Which solution? Define the features and implementation options.

Which features are required? Define the desired state.

5 What is the desired state? It's the solution to current issues.

What are the current issues? What do we use to measure them?

How will we know when they're fixed? What are the performance goals?

What is the performance gap between the current and desired states?

Which solution features are required to close the gap? Will they close it?

10 How will we measure the success of the solution? Achievement of which goals?

How will the solution change the way people work? What will it cost for training and rollout? Which implementation options, e.g., pilot, 'big bang', restricted scope?

What else needs to change to ensure its success?

Which benefits? Measure.

15 The current way of working and its costs.

The way of working using the new solution.

The difference in costs between the two, and revenue-generating benefits.

A CMA RASSD component applied to an exemplary professional services client may produce the following:

20 Client: Trade support agency and consultancy for international business relations.

Business Issues: Become first port of call for international business relations; transformation from a state-funded organization to leading edge consultancy.

Solution: Analyze and specify requirements and opportunities for knowledge management; specify requirements, layout and logical structure of new internet and intranet site; 25 specify requirements, layout and logical structure for new yellow pages of expertise; analyze and specify integration with legacy systems.

Benefits: Created base for evaluation and selection of new knowledge sharing platform; specified requirements for new international yellow pages of expertise (expert brokering); defined new structure, organization, and processes for enterprise content and knowledge

management; created base for successful implementation of new internet/intranet within 4 months; new internationally visited internet site increased traffic in the first weeks by 25%.

The system and method for CMA may adopt the Six Sigma methodology developed in the manufacturing community and modify it to measure and improve business performance in the area of information technologies and content management. Six Sigma is defined as the quality and business management initiative credited with taking millions of dollars of cost out of hundreds of corporations, while simultaneously improving the quality and customer satisfaction of those same corporations.

Six Sigma starts by aligning all levels of an organization to the goals established by the top leadership. Leaders are instructed on how they should set goals and how they should tie incentives to those goals. They also learn how to clearly identify measurements that serve as indicators of improvement in organizational processes as well as processes that deliver products or services directly to the customer. Once those measurements are clearly identified they are regularly monitored for improvements. Mid level management learns how to identify those areas that have poor quality, or "hidden costs" which are those costs that can't be broken down and traced to specific operations or are not made known to management, making higher quality more expensive. Once those areas are determined, the Six Sigma Methodology shows them how to work through the issues in bite size projects. Once the bite size projects are identified, project leaders at the process level of an organization, commonly called Black Belts and Green Belts, are assigned to follow a rigorous process designed to properly identify and fix the defective process steps. Defect reduction eliminates hidden processes and customer service issues. When Six Sigma is properly implemented costs will go down quickly thereby aligning back to the operational goals established by top leadership. Six Sigma is not about establishing a separate quality silo within a company or organization. It is about building quality into your existing structure.

Exemplary templates are attached hereto as Exhibit A. One exemplary way in which the system and method for content management assessment may be implemented is in a workflow process which employs a workbook. An exemplary workbook for implementing the Business Case component is attached hereto as Exhibit B.

The invention has been described with reference to particular embodiments for convenience only. Modifications and alterations will occur to others upon reading and understanding this specification taken together with the drawings. The embodiments are but examples, and various alternatives, modifications, variations or improvements may be made by those skilled in the art from this teaching which are intended to be encompassed by the following claims.

Exhibit A

Example Template: Goals and Measurements Plan

Use one of these for each goal

Goal #	01	Goal Name	Processing 25% more claims per day
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#	Metrics - Current State	Metric Availability	Data Collection Method and Risks	Validation and Best Practice
1	Incoming Claims = 50 per day	Claims Reporting System (CRS)	Monthly output report from CRS	40-60 per day
2	Processed Claims = 40 per day	Claims Reporting System (CRS)	Monthly output report from CRS	30-40 per day
3				
4				
5	Incoming Claims = 50 per day	Claims Reporting System (CRS)	Monthly output report from CRS	40-60 per day
6	Processed Claims = 50 per day	Claims Reporting System (CRS)	Monthly output report from CRS	40-60 per day
7				
8				

Example Template: DOCUMENT RETENTION SCHEDULE

Schedule Number		Name	
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Department/ Function	Document Name		Description				Reason for Retention Policy
			At desk	Paper Near Desk	Remote	Electronic Online Offline	
<i>Examples:</i>							
Accounts/ Accounts Payable	Purchase Invoice	Cm	Cy + 1yA	5yD	Cy	5yR	Statutory
Nominal Ledger	Variance Statements	Cm	6mA	2ryR	Cy + 2y	5yR	Statutory

- C: current For instance, Cy + 1yA means that the records should be retained
for the current calendar year plus another year then
- m: month archived 2ryR means that the records should be kept for two rolling years then
reviewed.
- y: calendar year
- ry: rolling year
- A: transfer to archive
- D: destroy
- R: review

Example Template: Information types and sources

Consider three (or more) types of information that you frequently need. List them in the first column of the form below.

In the second column, fill in the best source for the answer you need.

Types of Information we need most often	Best ways to direct information request
1.	
2.	
3.	
	<p>Options for directing information requests may be:</p> <ul style="list-style-type: none">• Contact a corporate information specialist• Send an email or voicemail to a distribution list• Send emails or voice mails to a few individuals• Post a general request where all members of the organisation will see it• Post a request where a specific group will see it

Example Template: Document Definition

Document Name	Submission/Annual Report	
Document Owner	Client/Underwriter	
Current Media	Paper/Fax/Electronic/CD/Vide o	
Creation Process	Comments	Future State Issues
Sent to Underwriter by Client	Typically includes Client introduction, their description of their specifications, Loss Data, survey reports (which may be large separately bound documents)	Future improvement: Underwriters should encourage Clients to where possible to submit electronic Submissions i.e., Word documents, Excel spreadsheets as well as paper copies
Access and Update Activity	Comments	
Comments/highlights added to pertinent text	May be distributed for information/comment Scanned or photocopied documents lose color (maps, drawings particularly susceptible)	Original must be kept intact
Management and Retention	Comments	
Stored in Section NN in the Binder. Electronic version may be stored on M-drive or printed and filed.		Full Text Index would be useful

Example Template: Document Profile Survey

Document Number		Document Name	
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Description	
Objectives	
Document Owner	

Attributes	Detail	Comments	Issues	Opportunity
ORIGIN				
How do you obtain/create this document: <ul style="list-style-type: none"> created electronically by you 				
<ul style="list-style-type: none"> received electronically/ physically from outside the organization? Where from? 				
<ul style="list-style-type: none"> received electronically/ physically from within the organization? Where from? 				
<ul style="list-style-type: none"> scanned in? By whom? 				
<ul style="list-style-type: none"> from a common repository? Electronic/ Physical? Where? 				
<ul style="list-style-type: none"> What is the process/trigger by which you obtain/create this document? 				

Attributes	Detail	Comments	Issues	Opportunity
FREQUENCY				
Do you need this document regularly or exceptionally? If exceptionally, when?				
How often do you receive/create this document?				
How often do you work with this document?				
How often do you use/access this document?				
USE/ACCESS				
How long does it take to obtain the document?				
How quickly would you need to retrieve it?				
Do you keep a copy of this document in your own filing or use/access it in the shared storage?				
How do you identify the relevant version/occurrence of the document? Is(are) your intervention(s) the last one(s) before the document becomes final or a step in its development?				
What use do you make of the document (several may apply, please give detail for each copy of the document if applicable)? For each, say if the action is on physical or electronic document, what triggers the action, and any time pressures/deadlines. <ul style="list-style-type: none"> Browse only (for info) 				
<ul style="list-style-type: none"> Browse and use info as input to creating/modifying other documents 				

Attributes	Detail	Comments	Issues	Opportunity
<ul style="list-style-type: none"> • Cut & paste to other document(s) 				
<ul style="list-style-type: none"> • Modify document itself 				
<ul style="list-style-type: none"> • Annotate the document (review) 				
<ul style="list-style-type: none"> • File (physically/electronically?) 				
<ul style="list-style-type: none"> • Distribute/circulate <ul style="list-style-type: none"> • original • your amended version • original + comments 				
<ul style="list-style-type: none"> • Pass it on to next recipient 				
<ul style="list-style-type: none"> • Return to originator 				
<ul style="list-style-type: none"> • Expect document to be returned to you 				
<ul style="list-style-type: none"> • Other (authorize, summarize.) 				
Do you collaborate with other people when you are working on the document?				
How is the document indexed in your own filing? If different, how is it indexed in shared/remote storage?				
Is the document sensitive? In what way? (legal admissibility, regulatory implications, competitive or confidential information)				
Is access to this document restricted to a number of people? Who or which groups?				

RETENTION				
How long should the version of the document you produce be kept for?				
If the version you produce is not the master/final version, how long should the master/final document be kept for?				
How many occurrences of the document do you keep at the desktop/own storage/shared storage? Physical and/or electronic? (e.g., 12 sets of monthly accounts)				
How much space is used at your physical desktop/own storage to store this document? (all occurrences and versions)				
If previous occurrence/version is needed, <ul style="list-style-type: none"> • where is it stored • how quickly is it needed • how often is it needed 				

PHYSICAL				
Volumes				
<ul style="list-style-type: none"> • Min / Max / Average size of the document 				
<ul style="list-style-type: none"> • Growth 				
<ul style="list-style-type: none"> • Pattern (e.g., larger document at the end of month) 				
Media characteristics:				
<ul style="list-style-type: none"> • Media type: paper, electronic 				
<ul style="list-style-type: none"> • paper size (A4/A3), size of electronic file in Kbytes 				
<ul style="list-style-type: none"> • color / simplex / duplex 				
<ul style="list-style-type: none"> • special features (bar codes, high resolution, graphics etc.) 				
BUSINESS CRITICALITY				
Do you rate this document as essential, useful or redundant to your own activity?				
Has this document a different importance to different users?				
What are the Legal / regulatory requirements for this document?				
PRODUCTION REQUIREMENTS				
Do you				
<ul style="list-style-type: none"> • print the document in b/w • print it in color • fax it • copy it • e-mail it 				
How is the document packaged				
<ul style="list-style-type: none"> • on its own • with other documents • physically bound • electronically published 				

Example Template: Document Management Questionnaire

<< Project Name >>

Interview minutes

Introduction

Name(s)

Title / Function

Date of interview

Interviewee department

Team, group of interviewees (if any)

Main business of interviewee's department

Characteristics of the team

Business relationships and professional contacts with other teams, groups, in the same organizational unit.

Business relationships and professional contacts with other organizational units.

Main categories of documents

Document	Scope & Purpose	Who creates it ?	Who uses it ?

Study of document XXXX

Document characteristics

Average volume	
Can the document be split in modules?	<i>A module is a document unit that can be processed separately from the other parts of the document, or be used in several documents. Example: "slave" documents in the Microsoft Word Master and Sub- documents mechanism.</i>
Is the document created using a model	<i>for instance a Word model (.dot file)</i>
Does the document contain graphics or photographs	
Is color used?	<i>The document can be simply black & white (if it has only text), or monochrome with continuous variations of gray intensity (if it has photographs), or it can have color graphics (with a little number of colors), or it can have color photographs (demanding a high level of realism)</i>
What tool is used for document creation?	<i>Examples: Word, scanner, database application, manual creation....</i>
What tool is used for creating or acquiring graphics or photographs (if any)?	<i>e.g. : Photoshop, Illustrator, PowerPoint</i>
Does the document contain information from a non-documentary origin?	<i>example : data extracted from a database, results of calculation or simulations, ... These data were not created in the document, but introduced into the document after having been created by another tool.</i> <i>"Information" also includes graphical data</i> <i>An Excel sheet is regarded as a document</i>
If so, how is this information introduced into the document?	<i>Manual copy, "cut & paste" (with or without links), file sharing ?</i>
If so, does this information continue to change after being introduced into the document ? Is a synchronization mechanism required ?	<i>The information created in its original environment might be updated in this environment after inclusion into the document, which might make the document obsolete. The document might have to be updated....</i>

Study of document creation and validation process

Who decides to create a new document	<i>e.g.: the author, a project leader, a manager ...</i>
Is document creation part of a planning?	<i>Is there a planning document mentioning creation of this document as a task to be performed? Is there a date for that?</i>
What event causes the document creation?	<i>e.g.: a meeting, a decision, a completion of a technical or administrative or commercial task</i>
What is the creation/reception frequency?	
<i>If the document is created by your organization (in or out of the team)</i>	
Who writes the content of the document?	

Who inputs the content (if different)?	<i>e.g.: the author writes the document manually then a secretary enters it in Word</i>
Is the same document written by several authors in parallel?	<i>e.g.: several specialists of different domain, each writing the part corresponding to his (her) specialty...</i>
Is the same document written by several authors sequentially?	<i>same idea, but at least one of the author needs the contribution of another author to perform his (her) own task, and has to wait for its completion....</i>
<i>If the document is created outside your organization and received by your organization</i>	
By what mean is the document transmitted	<i>e.g.: paper mail, electronic mail, fax...</i>
Is the document sent to a review group for comment?	<i>...a group that comments the document, checks its relevance or completion, and makes suggestions for improvement before the document is published</i>
If so, is this group permanent?	<i>a different group might be formed for each new document....</i>
Are comments sent back to the author?	<i>another possibility is that someone else collects the readers suggestions and update the document, taking suggestions into account</i>
Is the document annotated? Is a comment sheet created?	<i>"Comment sheet" = document collecting the readers comments and suggestions, different from the original document</i>
How many reading cycles are there?	<i>Is there an indefinite reading/modification loop ? Or one (two, three, ...) reading cycle only?</i>
Who validates this document? In how many steps?	<i>Are one or several persons entitled to approve the document? Are there several signatures? Is validation separate from approval?</i>

Study of the document management process

Who is allowed to know that the document exists?	<i>...the existence of very secret documents might be hidden to unauthorized users</i>
Who is allowed to browse the document?	<i>...note: browsing is different from modifying</i>
Who is allowed to modify the document after initial creation?	<i>the author is frequently the only person allowed to modify the document, but there might also be other authors</i>
Who is allowed to make a copy of the document?	<i>... this means generating a new reference for a new object in the document management system, with the same initial content</i>
Who is allowed to annotate the document?	<i>...to add comments about the document without modifying its content</i>
Who is allowed to print the document?	<i>note: the printing might be charged to the user...</i>
Do all these access rights vary within the document life cycle?	<i>Example : restricted consultation before the document is validated, then enlarged access after the document is validated ...</i>

Who is allowed to classify a document?	<i>Place the document into a folder or a cabinet where a community of users can retrieve it?</i>
What are the document classification criteria or metadata?	<i>e.g.: subject, originator entity, type of document,... several criteria can exist simultaneously.</i>
To be able to identify the document without having to read it, what information would be required?	<i>e.g.: title, author's name, subject, ...</i>
What other information could be associated with the document?	<i>e.g.: identification number, date, version number, abstract, etc.</i>
Are there several versions of this document? If so, is it required that all the versions be stored?	
How long must this document be stored, and why?	<i>What is the business reason for keeping this document 1) at all 2) for a specified length of time</i>
Is it required to keep the paper form of this document?	<i>e.g.: for legal reasons</i>
Is the document related to other documents, through a relationship that could make a common management necessary?	<i>examples: document A is derived from document B (so if document B is modified, document A must be updated) - document A is a translation of document B - document A is a reply to document B....</i>

Study of the document distribution process

To whom is this document distributed?	
Is there a standard distribution list?	<i>... with names of people corresponding to a fixed profile, or even with the profile only (without names)</i>
Is there a variable distribution list? If so, what causes the variations?	
What is this document used for by the recipients	<i>e.g.: decision, information, performance of a technical, administrative, commercial task, ...</i>
Does the document undergo a process, with several steps and actors? If so, what are the steps?	
If so Is the document transformed in this process? What are the transformations?	
If so Is other information generated in this process?	
If so Are software non documentary applications involved in this process?	<i>e.g.: data extraction from a database, performance of scientific or financial calculations, ...</i>
If so Do the document access rights vary in this process?	

Study of the document search and retrieval process

What information associated with the document would improve retrieval (search criteria)?	<i>e.g.. title, subject, author's name, creation date...</i>
Is content-based (full-text) search relevant for this document?	<i>Retrieve all document containing a given phrase : e.g. "Quality assurance" near "Document management"...</i>
Can this document be identified from a reference in another document?	<i>Is it possible to select this document by navigating in the whole documentation, using document references</i>
Are there queries that should be repeated systematically, at specific times	<i>Each month (week, day, ...), retrieve all documents of a given origin, satisfying given criteria....</i>

General requirements

Generally, do you believe that:

- ♦ Some useful documents are not transmitted to their intended readers, who need to search them or claim for them?
- ♦ Conversely, distribution lists include recipients who do not need to see the distributed documents?
- ♦ Documents are distributed, printed, copied, stored several times because of paper-based distribution and management?
- ♦ Documents are lost and must be re-created (from printed version or from source information)?
- ♦ Non-validated or non-approved documents are used?
- ♦ Non up-to-date documents are used?
- ♦ Approved documents need to be rewritten to be understood by their intended readers?
- ♦ Approved document with common topics are inconsistent?
- ♦ Different readers have different interpretations of the scope and purpose of the same document?
- ♦ Business activities are delayed because of slow distribution of strategic documents?
- ♦ Business activities need to be repeated because of document loss?
- ♦ Inadequate decisions are taken because of lack of required documents?

What types of improvement would you request

- ♦ In document processing activities?
- ♦ In document processing tools?

Example Template: Process Analysis Questionnaire

<< Project Name >>
Interview minutes

Introduction

Name(s)

Title / Function

Date of interview

Interviewee department

Team, group of interviewees (if any)

Main business of interviewee's department

Characteristics of the team

Business relationships and professional
contacts with other teams, groups, in the
same organizational unit.

Business relationships and professional
contacts with other organizational units.

Process study

Listing of activities required for achieving business results

The starting point is the deliverables from the organizational entity whose processes are analyzed. It is assumed that one process results in a product or a service delivered to either an external or an internal customer.

For each item produced, the chain of activities that leads to the intended result is studied. The normal chain of activities is distinguished from exceptional chains of activities.

What are the main items (products, services) delivered by your organization entity ? List the results.

.....

.....

.....

.....

.....

(To be repeated for each deliverable within the scope of the process analysis)

- ♦ What activities (tasks) lead to the result ?

Result Product / Service	Activities (normal chain)
<< Result 1 >>
.....
.....
.....
.....
<< Result 2 >>
.....
.....
.....
.....
<< Result 3 >>
.....
.....
.....
.....

<< Result 4 >>
.....
.....
.....
.....
<< Result 5 >>
.....
.....
.....
.....

♦ What are the exceptions?

.....

.....

.....

.....

Activity analysis

List of questions, to be asked for each activity in a given process

(each activity is analyzed in turn ... in the following questions it is called *current activity*)

Launch conditions

What event triggers the current activity?

.....
.....
.....

Is there a condition for launching the activity (which one)?

.....
.....
.....
.....

Links with other activities

Does the current activity logically depend on performance of another activity (source) - within the same process or in a different process?

- ◆ In the same process (same intended result):

.....
.....

- ◆ In a different process (other intended result):

.....
.....

If there is a source activity:

- ◆ Does the source activity only need to be started, or does it need to be fully completed, before the current activity is started?

.....
.....

- ◆ If the source activity only needs to be started before the current activity, does it need to be completed before the current activity?

.....
.....

Does the current activity depend on the non-performance of another activity - within the same process or in a different process?

- ◆ In the same process (same intended result):

.....
.....

- ◆ In a different process (other intended result):

.....
.....

Is performance of another activity ("following activity") - either in the same process or in another process – dependent on performance of the current activity (or one of its sub-activities)?

- ◆ In the same process (same intended result):

.....
.....

- ◆ In a different process (other intended result):

.....
.....

Is performance of another activity -either in the same process or in another process - dependent on non-performance of the current activity (or one of its sub-activities)?

- ♦ In the same process (same intended result):

.....
.....

- ♦ In a different process (other intended result):

.....
.....

What are the conditions of transition from the current activity to the following activity?

.....
.....
.....
.....

If there are several possible following activities:

- ❶ are they mutually exclusive?

- ❷ what are the conditions of transition to each following activity?

.....
.....
.....
.....

***Performance
variations***

Is the current activity likely to be interrupted before it is fully completed? In which case?

.....
.....
.....

Does the person that is initially held responsible for performing the activity have the right:

- ♦ not to accept it?

.....
.....

to delegate it to someone else?

.....
.....

to perform it in cooperation with someone else?

.....
.....

to postpone performance?

.....

Structure

Can current activity be split into sub-activities? Which ones?

Standardization

Is current activity strictly standardized - i.e., does it have a fixed sequence of operations (\Rightarrow is it likely to be automated at some time)?

Actors characteristics

What are the profiles required for performing the activity?

♦ required knowledge and skills?

♦ required professional experience?

♦ required position in the organization?

***Sources of
information***

What information is required for performing the current activity?

.....
.....

Where does this information come from?

.....

How is it stored (file, database, paper)?

.....

How do this information evolve/change - in particular in which activities?

.....

.....

.....

Used Documents

Which documents need ("source documents") to be read for performing the current activity?

.....

.....

What must be the level of completion of source documents ?

.....

.....

What must be the level of validation of source documents ?

.....

.....

In what form must source documents be transmitted?

.....

.....

Results

What documents are created as results of the current activity?

.....
.....

Does performance of the current activity influence the state of an information object or a group of objects?

.....
.....

Does it influence the status, validity, level of confidentiality of a document?

.....
.....

Decisions:

- ◆ What decisions are likely to be taken following performance of the current activity?

.....
.....
.....
.....

- ◆ About which objects, documents, data, are these decisions taken?

.....
.....
.....
.....

- ◆ Are these decisions based on measurements, or do they require human appraisal?

.....
.....
.....
.....

What are other results of the current activity?

.....
.....
.....

**Constraints and
completion criteria**

What constraints are associated with performance of the current activity?

◆ schedule constraints

.....
.....

◆ duration constraints

.....
.....

◆ costs constraints

.....
.....

◆ qualitative constraints (consistency, quality)

.....
.....

What are the consequences of non-performance of the current activity:

◆ on other activities?

.....
.....

◆ on the project it is a part of (if any)?

.....
.....

What are consequences of non compliance with the constraints?

.....

What are main criteria for evaluating correct completion of current activity? If there are several criteria, which one is the most important?

.....
.....
.....
.....

Follow up

From what elements can the execution of current activity be verified (traceability, project follow-up, quality indicators, ...)

.....
.....
.....

From what elements is planning performed?

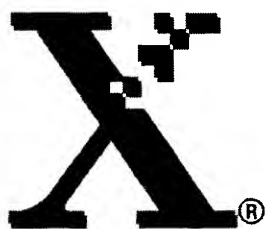
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Xerox Global Services

Business Case (BC) Workbook

Content Management Assessment Methodology

Revision 2.0



**Xerox
Global
Services**

Document Information



The finger & box format is used in this document to highlight 'expert tips'.

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Business Case Development Workbook

1. Preface

1.1 Objective

The objective of this document is to define a standard approach for delivering a paid-for consultancy service, from proposal to delivery of the report.

1.2 Value Proposition

Businesses depend on vast amounts of information that conventional IT systems often overlook - files, manuals, web pages, reports, letters and so on. Xerox Global Services has a unique understanding of the way people work and the means by which technology can support them. Through these insights we help clients change and improve their business by designing processes and building systems that organize and exploit this material.

We live in a world saturated with information – but information alone does not guarantee success. It needs to be marshaled and organized for its intended purpose. Some of this information is embedded in document form on the web, on other digital media - or on paper. Other information can be more elusive; vested in people it acts as the foundation for their knowledge.

An enterprise has to optimize its use of both these resources. It has to provide timely access to relevant information and knowledge, distributing it to the people who need it, re-using it whenever possible, realizing opportunities and removing overhead. This means re-inventing and innovating business processes and changing work practices.

At Xerox Global Services we have extensive experience of process design and innovation, coupled with a unique understanding of the ways in which technology can be used to enhance work practice. We consult with companies to identify process improvements and benefits, and then design and implement supporting systems.

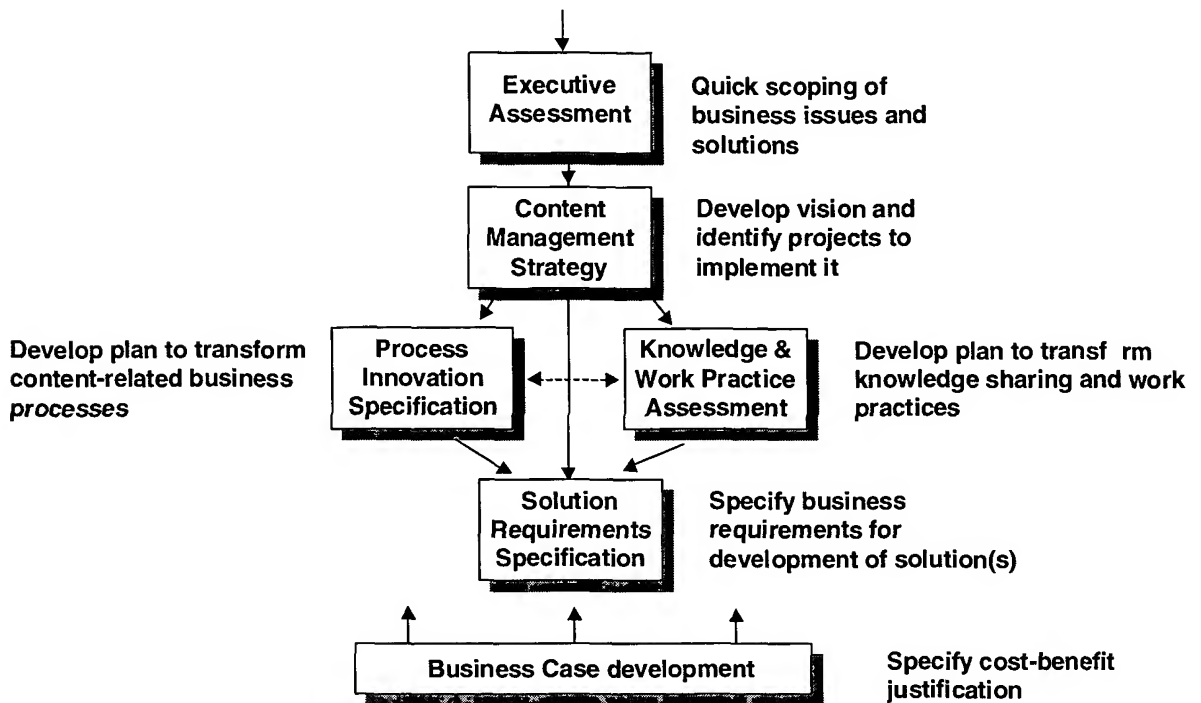
Looking at information processing and flow across the entire organization allows for a consistent view on the potential cost savings and efficiency gains to be obtained in the major business processes. These include reduced costs, simplified and accelerated work processes, improved decision making, enhanced revenue and increased customer satisfaction.

Xerox Global Services offers a comprehensive approach assessing the current situation and identifying optimization potentials.

The Content Management Assessment methodology is divided into six types of engagements that are outlined below.

1.3 How do the CMA services fit together?

If all the CMA services were delivered to one Client, they might follow the sequence:



In practice this is most unlikely to happen:



- Elements of two or more of these services are likely to be combined in one assignment. For example, the Content Management Strategy may include a large element of Business Case justification
- The Client often requests a specific more detailed service - for example, "specify the solution" - and then moves back up the chain to address issues which need tackling first - for example, "we need a Business Case".

1.4 CMA Services Summary

The following table lists some of the characteristics of each service:

Executive Assessment	<p>A brief review and scoping of the major content-related issues and areas, and the business benefits from solving them. Does not go into detail apart from 'war stories'.</p> <p>Benefit: Helps the Client to justify further assessment of solutions</p>
Content Management Strategy <div data-bbox="321 520 571 806"> <pre> graph BT Systems[Systems] --> Processes[Processes] Processes --> Policies[Policies] Policies --> Vision[Vision] </pre> </div>	<p>Develops an overview of all content-related processes, systems and initiatives across the organization. Identifies major issues and potential solutions, estimates benefits and proposes a program of content, document and knowledge-related projects, including paper document management and archiving. Drafts the (content-related) strategic vision, identifies supporting policies, and identifies the processes and systems which need developing or changing to deliver this vision. Does not investigate costs, benefits, requirements or solutions in detail.</p> <p>Benefit: Helps the Client to justify and initiate a program to manage all content-related projects, with policies to implement the strategy</p>
Knowledge and Work Practice Assessment	<p>Creates a basis for managing knowledge flow, cultural practices and social capital. Produces a master action plan for business transformation of the way knowledge is shared and working practices managed.</p> <p>Benefit: Helps the Client to improve knowledge and work practices across process and system boundaries</p>
Business Case	<p>Develops a detailed cost-benefit justification for a project, reviewing the current situation and identifying performance gaps. Specifies high level requirements and solutions if not already done.</p> <p>Benefit: Helps the Client to justify (or not) a specific project</p>
Requirements Analysis & Specification for Process Innovation	<p>Maps, analyzes and benchmarks a business process together with the content flow supporting it. Inefficiencies are identified and their costs calculated. Proposals for process change are made together with the anticipated measurable benefits. The final deliverable is a master plan for business innovation that describes both the concept and its implementation.</p> <p>Benefit: Focuses on business process to identify improvements rather than fitting the process to the technology</p>
Requirements Analysis & Specification for Solution Development	<p>Defines business requirements for user and the technical aspects of a solution, linking processes to functions within an overall solutions architecture.</p> <p>Benefit: Analyzes and specifies business requirements, before handing over to System Integration for design, build and go live</p>

1.5 5 Dimensions of Knowledge

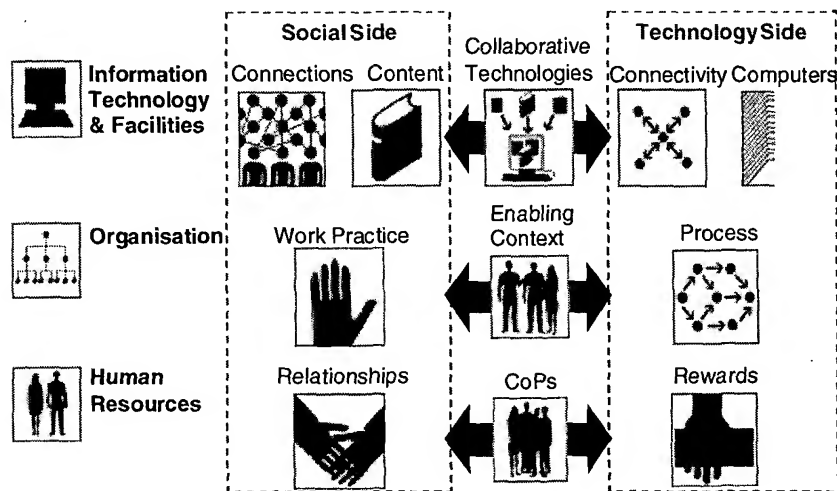
Consider using the 5 Dimensions of Knowledge described in the Consult & Assess White Paper (section 2.7 reference 3) to classify knowledge used in Client processes. To assure a successful transition to the desired state in a knowledge environment, all 5 Dimensions must be considered:

- Culture makes information meaningful, in terms of interpreting people's experience and helping them decide how to act
- Content design is focused on presenting information to invoke desirable behaviors in the information consumer (e.g., filling out a paper or online form quickly and accurately)
- Process represents the tasks that people perform to create value for the customer of the process. It must be defined in a way that permits monitoring and measurement
- Technology architectures ensure knowledge is optimally accessible, managed and archived, rather than being trapped in islands of information
- Infrastructure using global information networks, collaboration technologies and the web is deployed to support business requirements and flow of knowledge to value.



1.6 Socio-Technical Approach

Consider using the CMA socio-technical approach, starting with work practice observation in this assessment. The two pillars of the socio-technical approach are participation and integration. **Participation** means that the people working in the business operations assessed are included from the beginning in the analysis and design of improvements and transformations of these operations and the corresponding work environment. The four elements of the participatory approach as developed and used by Xerox are: **Work Practice Observation, Co-Design, Co-Development, and Co-Deployment.**



Integration means that analysis and design of improvements as well as the transformation of business operations not only embrace the explicit technology driven side, but also includes the social side embracing the daily work practice involved in the process, the way people team up and relate to each other to achieve results, and how they innovate, share, and learn new knowledge and produce information and content. The slide illustrates the integrative function of the socio-technical approach on the IT/Facilities, Organization and Human Resources Level.

On the **IT and Facilities Level** the technology side focuses on the IT infrastructure, on computers, tools, network connectivity, but also work related facilities in general such as rooms, phones, and faxes. The social side focuses on the information and content needed, and on how this is created, maintained, and removed. It is also focuses on the work related connections among people such as who needs to keep in touch with and be aware of each others work, best practices, and insights

On the **Organization Level** the technology side focuses on the business processes and how to manage and support them. The social side focuses on the work practice established around the processes and on how to understand and support it.

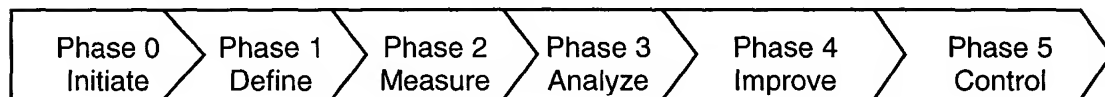
On the **Human Resources Level** the technology sides focuses on how to measure and reward individual contributions to the performance of the organization whereas the social side focuses on how to foster and support work relationships among people. Communities of Practice (CoPs), Communities of Interest (CoIs), and Intentional Communities bridge between the two sides.

1.7 Organization, skills and audience for this document

1.7.1 Organization of this workbook

This workbook is organized as:

1. Preface
2. The Introduction
3. A chapter on planning the consulting engagement, including the approach to the proposal
4. Six chapters covering the Phases of building the assessment. This workbook's Phases are aligned with the Six Sigma Define Measure Analyze Improve Control approach:



Each Phase is organized in sections covering:

- Purpose
- Inputs
- Considerations – how to execute this Phase
- Responsibilities
- Templates and Tools
- Tasks
- Output
- Deliverables
- Quality Checks.

1.7.2 Audience for this workbook

The intended audience for this workbook is:

1. The consultant who will manage the development of the engagement (the lead consultant)
2. Other members of the engagement team
3. Anyone else who needs to know about the engagement.

Where this workbook uses the term “you” it speaks to the lead consultant.

1.7.3 Skills required for an engagement

This workbook assumes that:

1. The lead consultant has the consultancy skills (such as leading a workshop and interviewing) and the experience necessary to perform the engagement. This workbook provides the lead consultant with a structured procedure supported by a Six Sigma approach with checklists, templates and examples. For more on Six Sigma see section 10.2.1.
2. If this is the first time the lead consultant has done this type of engagement for a Client, it is assumed that another more experienced consultant is able to offer advice and support – preferably in person – or by telephone and email. This is particularly important when the proposal for the work is developed, so that the scope and depth of the proposed work can be configured realistically to meet Client expectations within the proposed budget.
3. The lead consultant should ideally be skilled to the equivalent of the following consulting behavior levels in the XISS UK XSkilling model:
 - Analyze Client requirements - role model at level 3
 - Develop Client business and requirement report – role model at level 3
 - Exhibit enhanced interpersonal /relationship skills – competent at level 3
 - Deliver Client project presentations during projects – competent at level 3
4. All Xerox Global Services team consultants should be appropriately skilled, which will usually include:
 - Exhibit basic Client relationship skills – competent at level 4
 - Collect Client requirements – competent model at level 4.

See section 10.5.2 for further information on the XSkilling model.

1.8 Constraints on how to use this document

Please note that:

- *Skills and experience:* A methodology alone cannot ensure delivery of a satisfactory service to the Client. This requires skilled and experienced staff using this and other relevant Xerox Global Services methodologies such as Opportunity Management and Project Management



- *Special skills:* This assessment has a very high visibility to Client management. The lead consultant must be a confident and competent facilitator of workshops who is experienced in consulting with Directors at Board level, especially if there is only one Xerox Global Services consultant delivering the assessment

- *Client specific configuration:* Methodology is only useful if you configure it to support the goals set by Xerox Global Services and the Client. Consider the tasks – are they all required in this case? How should your approach be configured to suit this Client? Don't just copy this material without thinking about how it applies in this case
- *Intellectual property protection:* This configuration guide and its associated material contain valuable intellectual property which belongs to Xerox. Do not disclose this without securing contractual obligations to confidentiality. Specifically, do not quote full details of the methodology in marketing material or proposals so that competitors or the Client's own staff could use the method without engaging Xerox Global Services in a paid project.

Phase 1

2. Introduction to the Business Case

2.1 What is a Business Case?

The Business Case methodology defines a standard approach for developing a Business Case as a paid-for consultancy service, from proposal to delivery of the report.

The Business Case development takes a proposed content management improvement initiative and develops a cost-benefit justification, taking account of quantitative and qualitative factors, for it as a project. To do this, it may have to identify requirements and solutions in more detail so it can more accurately establish 'before and after' costs and future benefits.

This definition of content management includes document management, web content management, workflow, and output management.

The full Business Case development may include all the following tasks:

- Review the current situation
- Identify performance gaps
- Develop a vision of the desired state
- Develop metrics
- Identify solutions in terms of business process and technical components
- Develop a vision of how the preferred solution will work in a business context
- Outline an implementation approach and plan
- Financial analysis of costs and benefits
- Identify risks and how they should be managed
- Propose actions to take the project forward.

Developing the Business Case for a content management initiative may take from 10 to 60 days consultancy effort, depending on the business scope, work already done, the number of tasks and the level of detail required.



Important - you will probably need to configure the material in this document to suit the scope and depth of your proposal to the Client, as described in the rest of this Chapter 1. Don't just copy this material without thinking about how it applies in your case.

2.2 Why does a Client consider a Business Case?

The Client usually requests XGS to assist with developing a Business Case in order to cost-justify a content-related solution.

The Business Case development produces a detailed cost-benefit justification for a project, reviewing the current situation and identifying performance gaps. It specifies high level requirements and solutions if this has not already been done.

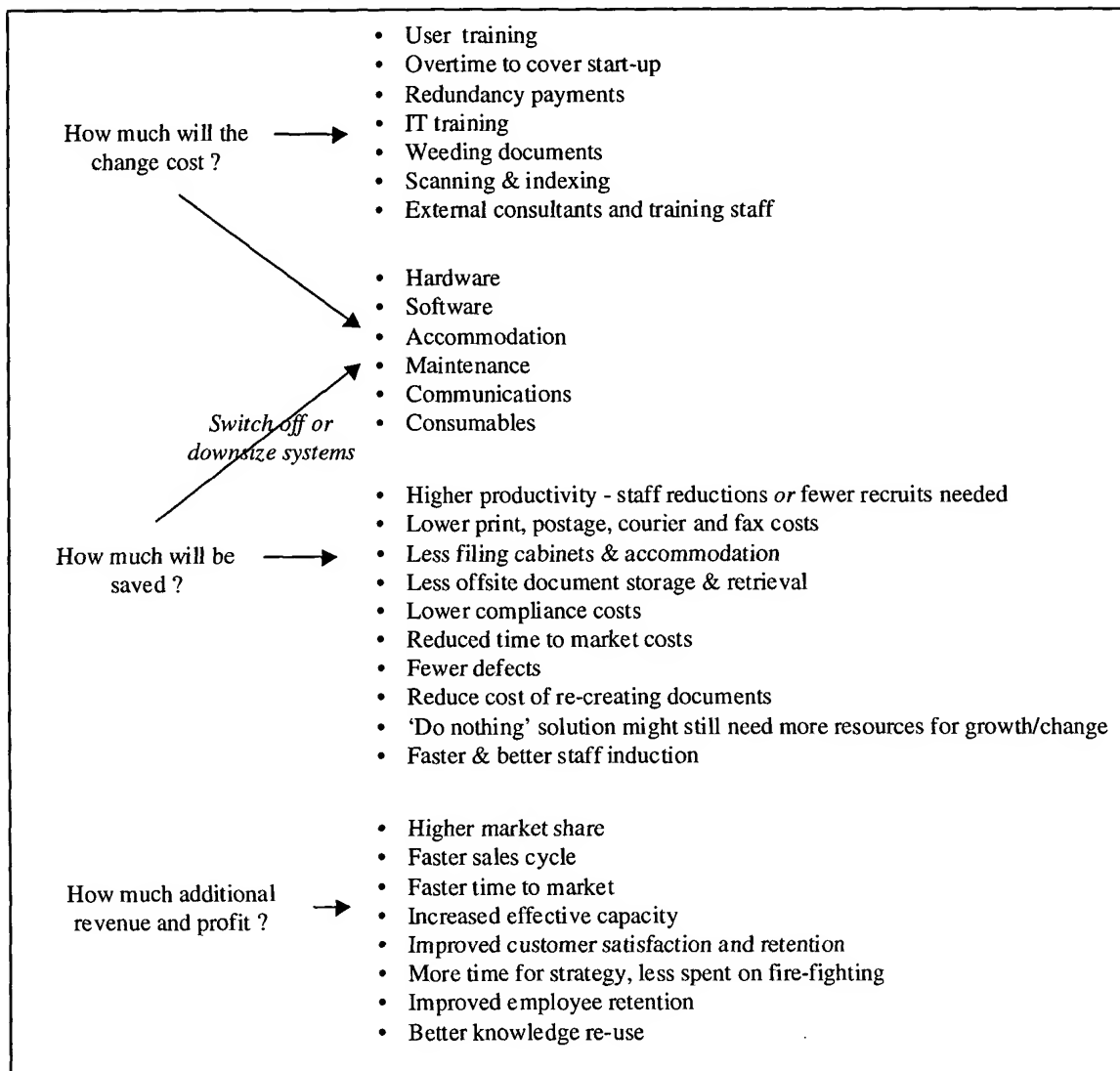
Phase 1

2.3 What does the Business Case deliver?

The Client has asked for help in making the Business Case. They need to know:

- How much will the change cost?
- How much will be saved?
- How much additional revenue and profit will be earned?

To answer these questions, they will need to put numbers on factors such as:



Usually the Client does not have these numbers, which is why they have requested help. This document describes the method for finding the answers, with some examples.

2.3.1 Cost Justification Factors

Each Client situation will be different, so there is no 'one size fits all' answer to the question 'is this investment justified?' But usually the factors are very similar, across clients and industries.

Phase 1

There is also typically a large amount of judgement involved, based on experience of similar solutions in similar situations elsewhere. That's OK, provided that the assumptions are listed, and the Client agrees the most critical assumptions, which most affect the business case.

The most important factors in justifying investment in content management-related initiatives are usually:

- Productivity
 - The improvement varies depending on staff roles. Someone processing document transactions such as insurance applications can save 40% of their time. Call centre operators can save 50% or more of their time. Knowledge workers such as engineers or risk assessors can save 5% to 20% of their time. You will need to check the potential time savings for different client roles, and get client buy-in for your estimates.
 - Clients often don't reduce staff headcount as a result of a content management solution. They may implement the solution to support a decision they have already taken to reduce headcount. Or, more usually, they want to avoid having to grow the headcount to process new or more complex business.
 - Don't forget to use the total cost per Full Time Equivalent member of staff – discuss estimates with the Client.
- Document costs – paper or electronic
 - Better use of print and mail facilities from better document management. Median figures quoted by Nucleus (see section 2.7 reference 5) in a survey of electronic content management implementations include 75% reduction in print costs, 55% reduction in postage/courier/fax costs.
 - Increasing document volumes must be managed. This means fewer filing cabinets or other reductions in (offsite?) storage and document management costs. Or it could be just stabilizing current costs by not growing them in line with increased business volumes. Nucleus quotes a median figure of 40% reduction in storage space.
 - Changes in accommodation often require downsizing document storage – the plan for the new building may not accommodate all the existing document stores
 - Don't forget to find out the accommodation cost per square metre/foot, plus overheaded servicing charges, for calculating space savings.
 - Again, the Client may not vacate a building due to content management-related savings – but a solution may free up space for expansion, or give flexibility in moving departments which previously had to be in the same building to share paper files.
- Compliance
 - Current operations are not compliant with regulatory requirements, and 'more of the same' is not an acceptable solution.
- Changes in products or services
 - The current ways of working with documents just won't support the planned expansion or move to new products or services.
 - For example, the time to market must be reduced but the current method of producing cell phone manuals in different languages can't meet development and launch schedules.

Phase 1

2.3.2 Types of Benefit

These are usually the most important factors in justifying the investment. However, other - perhaps less quantifiable - factors may be more important to the organization strategically. These may include faster time to market, improved customer satisfaction and better re-use of staff knowledge.

This is because the Business Case usually serves two purposes:

1. It makes the financial case for investment, using quantifiable factors – without this, the project won't be approved. The audience for this is often the Financial Director and middle management, who are measured by immediate financial measures.
2. It makes the strategic case for change. The audience for this is the senior management team, who are measured by the overall success of the organization.

So you will probably need to address both these audiences, with quantified and less tangible benefits.

2.3.3 Cost Justification Examples

See section 2.7 reference 5 for further examples of cost justification and surveys.

2.4 Scope of the Business Case

2.4.1 Business Case development delivered as part of another service

You can use this Business Case development methodology on its own - for instance to develop a Business Case for a specific Client project.

Alternatively, you can use parts of this Business Case development methodology to help deliver another service. For example:

Content Strategy includes Business Case	You are delivering a Content Management Assessment (CMA) Content Strategy, and as part of this the Client wants a Business Case for the projects identified by the Strategy
Requirements Specification includes Business Case	You are delivering a CMA Requirements Analysis and Specification for Solution Development, and as part of this the Client wants a Business Case for the subsequent project to implement the solution whose requirements you are specifying

You will need to recognize the requirement to include parts of the Business Case development methodology when you develop the proposal for the Content Strategy or for the Requirements Analysis and Specification for Solution Development. You will need to include the Business Case-related tasks in the proposal's Work Breakdown Structure (WBS) and the estimate for the work.

2.4.2 Other services delivered as part of a Business Case development

The Client's request and expectations when they ask you to develop a Business Case may include more analysis and specification of requirements, more analysis of processes, or more details of the implementation approach and plan, than you would normally include in a Business Case (see example in section 10.4.4.2).

You can meet these requirements by combining parts of the CMA and Xerox Global Services Methodology in your proposal as required. For example:

Phase 1

Client requirement – Business Case to be expanded to include	Xerox Global Services proposal includes activities from the following methodology
Comprehensive analysis and specification of requirements	CMA Requirements Analysis and Specification for Solution Development
Detailed analysis of existing processes with suggestions for process change	CMA Requirements Analysis and Specification for Process Innovation
Detailed solution architecture and design	Xerox Global Services Methods and Disciplines Methodology for Systems Integration
Detailed specification of the implementation program plan	Xerox Global Services Methods and Disciplines Methodology for Change Enablement



You must understand as far as possible the scope of the Client's requirements when you develop the proposal for the Business Case, so that you can include the additional activities in the work breakdown structure and your estimate. If the scope of the Client's requirements is unclear when you prepare the proposal, you may want to include the 'expanded' activities as paid-for options.

2.4.3 Business Case development to support a proposal

This document is aimed at supporting development of a Business Case where this development is paid for by the Client.

You can of course use the document to help prepare the business case to support a Xerox proposal to the Client, but you may find it difficult to obtain the wide and deep access required to Client staff and to information needed to prepare an effective business case.

2.4.4 Scope and level of detail

When you develop your proposal for this work, you should configure the scope of the investigation and the depth of detail according to the Client's requirements.

Section 10.3 shows examples of WBSs for assignments of from 10 to 60 days consultancy effort. If you plan to reduce the number of tasks, you should be careful - you need the outputs from these tasks in order to make sure that the proposed solution will meet the real requirements of the Client.

If there are too many assumptions and too little information on the business requirements and metrics, then you may find it difficult to make the Business Case.

For example, if your sponsor for the Business Case development is the Client's IT department, make sure that the Client's expectations on scope of your Business Case is matched by the scope of the information available on processes, costs and benefits.

2.4.5 Type of Business Case

There are two types of Business Case. It is important to establish as early as possible which type is required, because this has a significant impact on the scope of work required. The two types can be contrasted as follows (a Client may want both):

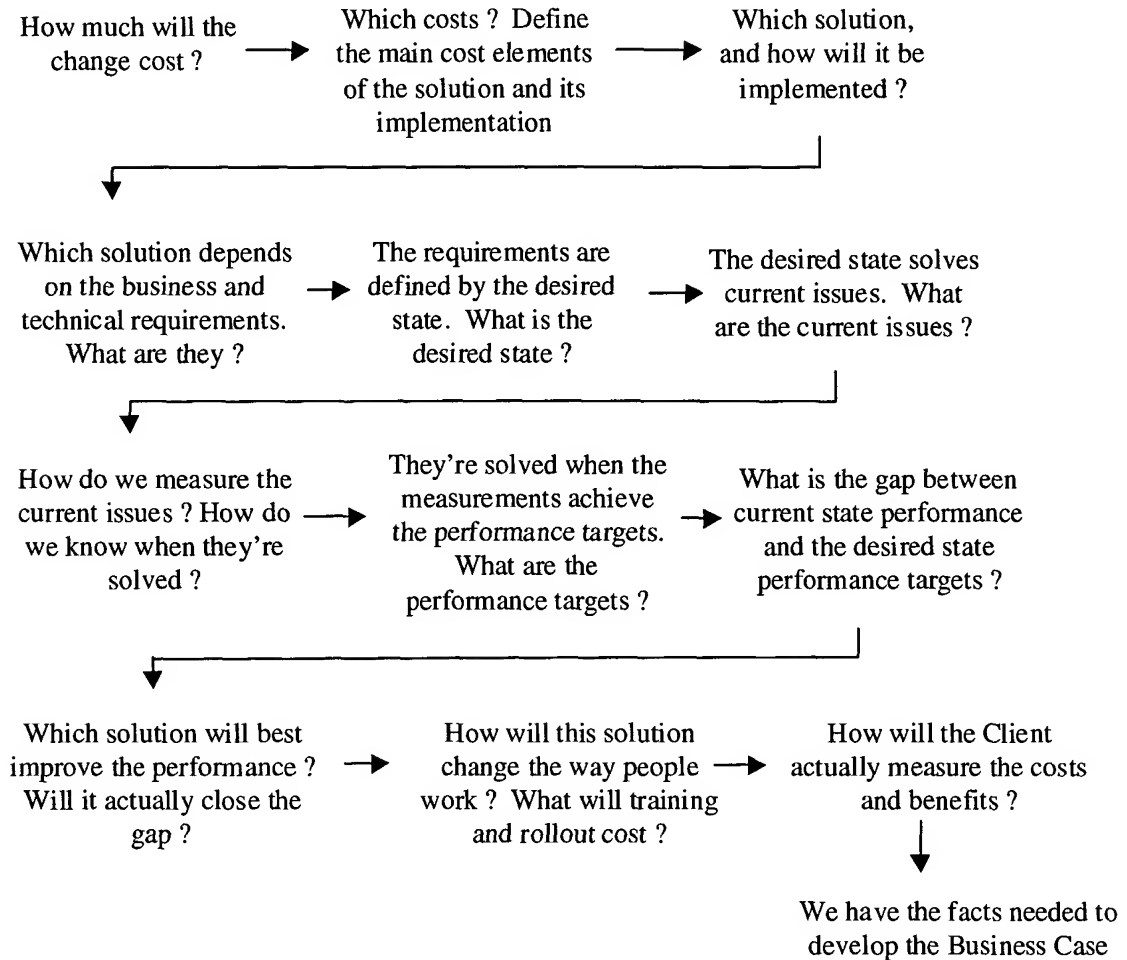
Phase 1

	Strategic Process Business Case	Operational Process Business Case
Growth or cost reduction	The Client views investment in content management as an enabling strategy for change and growth in their business	The Client views content management as an important step in reducing operational costs
Estimated or actual process model	The Business Case will establish a high level business process model or hypothesis about current and future business operations which, when accepted, can be used as the basis for comparing the costs and benefits of the current and desired states	The Business Case will use as input a detailed business process model with measurements of current state operations, which can be amended to model the desired state and then be used as the basis for comparing the costs and benefits of the current and desired states
General or specific experience	The model will be based on experience from Xerox Global Services, from industry case studies, from industry benchmark best practice, and from the Client. It will not be validated at a detailed level against Client operations until the solution is implemented	The model is based on a detailed analysis of current Client operations
Estimated or actual measurements	The model typically uses approximations such as 'a good estimate of time that can be saved by using a single EDMS with supporting procedures varies between 3% and 5%' or 'knowledge workers spend 34% of their time creating documents'	The model uses measurements such as 'the number of type 2 claims examined in 2001 was 135,000. Each type 2 claim examination took 5.5 minutes process time in 2001, with a total inter-task waiting time of 5.2 hours' and 'the current office print/copy costs of £1,364,341 p.a. can be reduced by 17% with the following managed fleet configuration'
Detailed process model exists or not	The Client does not require a detailed process model to be built and validated as part of this Business Case development. It may however be developed later	Either a detailed process model already exists, or the Client has commissioned one as part of the Business Case work (although the model may not be built by Xerox Global Services)

Phase 1

2.5 Configuration Scenarios

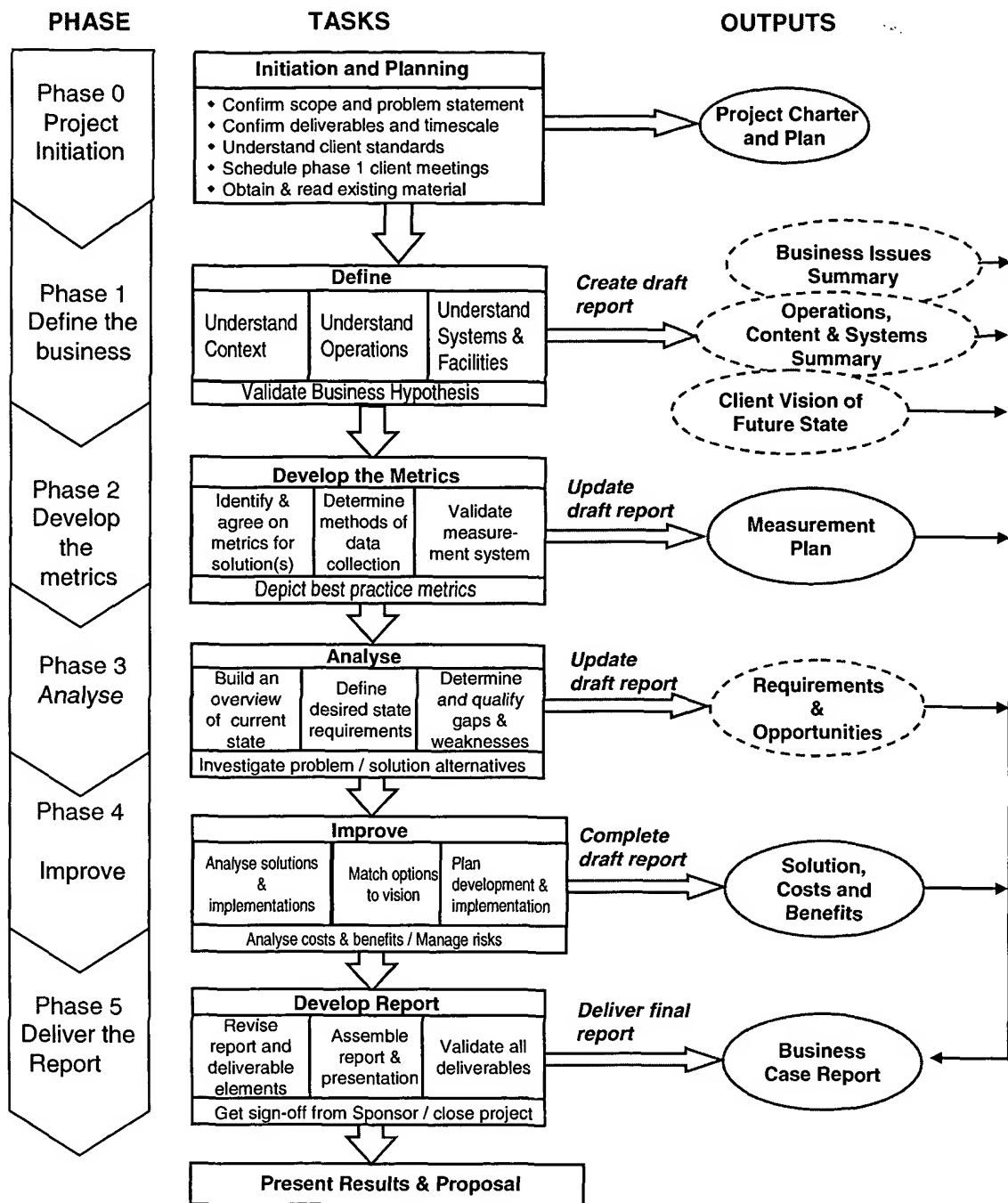
This Document defines a standard approach for finding out the information which you and the Client need to develop the Business Case. The logic chain for needing this information is:



This Document's approach answers these questions by following the Six Sigma phases to define requirements, metrics, the gap, solutions, costs and benefits.

Phase 1

2.6 Phases, Tasks and Outputs



2.7 References

Phase 1

3. Planning the Engagement and its Proposal

3.1 Approach to the Proposal

3.1.1 Agreeing the Scope of the Proposal

The proposal should contain:

- *a description of the business need and the desired outcome* (the Client's definition of the reason for the assessment and what is to be delivered by Xerox; business objectives)
- *a description of the method applied* (ideally a subset of the present document with additional, context specific details as required, plus a subset of other module workbooks - i.e., system integration and change management)
- *a description of the project Phases*, including for each Phase the pre-requisites and input objects, the task description, the results
- *a description of the team*, listing the roles involved in the project, specifying the number of people for each role, but not specifying their names
- *a statement of required Client participation* (attend workshop, review deliverable)
- *a draft of the planning* - with the corresponding assumptions (i.e., number of meetings, number of interviews, time required to review and approve the deliverables, etc.).

The Xerox Global Services Methods and Disciplines method for Opportunity Management provides guidance on the proposal process, supplemented by your local practice's standards.

It is very important to agree the scope of the work with the Client as part of the qualification of the opportunity and preparation of the proposal, for later confirmation during the initial planning of the project.

The discussion of the scope should include, where appropriate:

Client Sponsor	Identify the Client sponsor who will approve Xerox Global Services work
Problem definition	The preliminary problem definition (see checklist at section 10.1.2)
Scope	The scope of coverage – issues, business operations, groups responsible for IT, other support groups, geographical locations, number of interviews, number of workshops
Assumptions	Assumptions - if any – by the Client and by Xerox Global Services about the solution(s) for which this proposal is being developed. Note that the Client may already have identified one or more candidate solutions
Define Involvement in Five Dimensions	Should the project cover all five dimensions – content, process, culture, architecture and infrastructure – at what depth? Usually the project will focus on specific dimension(s), and only identify deficiencies and improvements in the others.

3.1.2 Organizational Scope

The scope may span several departments or Business Units within the organization. Even if the proposal is limited to a department, it needs to be set in a broader context so that assessment deliverable will comprehend and assure a positive impact on the organization. The proposal may need to cover a wide variety of business models:

Phase 1

- Business Units which may or may not share operations and processes. A Business Unit may deliver products/services on its own or by collaborating with other Business Units
- Support Units (IT, document production, finance, records/library, accommodation, HR) may be shared between Business Units, or may be separate
- Business Units and Support Units may operate in several locations - several sites in one city, in one country or in many countries
- Content, processes and systems may be shared across Business Units, or not.

Typically the Client sponsor of the engagement defines the scope to be one of the following:

- A single Business Unit or department in one or more locations
- One single country or cover several countries.
- Several Business Units or departments, which share processes
- Several Business Units or department, which do not currently share processes but where there is a Client sponsor vision that they should.
- Limited number of topics (e.g., a limited number of document types, a limited number of processes) or address all processes or documents within its organizational boundaries.

These options will not affect the structure of the project or the content of each Phase, but they will influence the form of the deliverable and the way it is validated by the Client. The Client may limit the cost and duration of the project, in which case the results of the early Phases (information collection, information consolidation) will not be provided as a separate report constituting a distinct deliverable of the project, but as an oral presentation. They will be commented on by the Client but not formally validated. On the other hand, a project extending across several organizational entities and addressing several business issues will require more formal reports and formal validation processes.

It is up to the Client engagement process to specify the Phases and deliverables of the project, and the Client acceptance criteria for each of them. In this document, it is assumed that this has been done in the Xerox Global Services proposal and accepted by the Client. Whenever required, the different options will be listed in the subsequent sections. The consequences for project structure and deliverable will be stated for each option.

3.1.3 Agreeing the Deliverables

The discussion about scope should also include the specification of deliverables:

- Report chapter headings required, with a chapter summary, presentation, models
- The depth of detail required, using Xerox Global Services or Client examples. The report model and presentation depth and breadth will vary according to the intended audience. Is it to be a 10 page report for senior management, or should it be a 50 page report including more detail on vision, measurements, requirements, solution architectures and detailed cost/benefit spreadsheets, with a management summary at the front? Be aware that even when a brief 10 page report is initially requested, more detailed backup information is often also required
- Xerox Global Services and Client responsibility for each section of the report and component deliverable – for instance, the Client may write sections on existing policy, strategy and architecture for IT and document production

Phase 1

- Whether a presentation is required in addition to the report – its objective, audience, contents, and the parts which Xerox Global Services are expected to contribute and present.

3.1.4 Other Proposal Issues

When you scope the proposal you should also be aware of:

- The availability of recorded information on the current state – process flowcharts, standard operating procedures, performance measurements, management reports, system and architecture documentation for IT and document production services. How much is really available, and how up to date is it?
- How much Xerox Global Services effort will be required to support the Client's process for gaining approval for the assessment deliverables, e.g., circulation and review, revisions, preparation and delivery of presentations to operational departments and to their board
- Any related work practice, process constraints, content components, and IT strategies and projects, or change initiatives, which this assessment will need to take into account
- Any existing or planned Client outsourcing which may affect this work, such as IT operation and development being outsourced to a third party.

3.1.5 Assumptions

The Client and Xerox Global Services may make different assumptions about the solution(s) for which this proposal is being developed. It is very important to check the assumptions of the Client and Xerox, and to manage these when agreeing the project scope. You may choose to record and update assumptions using the Assumption Register (see form "1 Assumption Register.doc" in the Appendix).

3.1.6 Planning the Activities

When you prepare the proposal, plan the activities required using the WBS discussion in section 10.3.1 and the standard Xerox Global Services Project Management method, paying particular attention to:



- The number of fact finding visits, interviews and locations. It is good practice to allow for a contingency of up to 50% additional interviews
- Whether the Content Management Strategy development team will be a joint team including both Xerox Global Services and Client staff in fact finding, analysis and development of the report. If this is the case, the number of Client staff, their availability, skills, roles and responsibilities
- The probable time lost due to Client staff not being available for interview at all times
- The time required to schedule and prepare for workshops
- The time, effort, skills, licenses and copies of the software needed for selection and use of a support tools
- Time needed during Phase 4 to obtain internal Xerox Global Services authorization of any implicit proposal for further work
- The need to validate the first draft of the deliverables with key Client staff

Phase 1

- The resources required to support the Client's review and revision process after Xerox Global Services delivery of the draft deliverables and before Client acceptance for presentation to their management team.



Note that if you have agreed to do a very short engagement for the Client (for example 10 days effort), then most of Phase 3 will need to take place in Phase 1 – there will be time for very few interviews and meetings.

3.1.7 Activities and Phases do not necessarily happen in sequence

When you plan the activities, be aware that in practice you will need to cover tasks from several Phases in one activity. For example, you may need to cover the definition of the business (Phase 1), the metrics (Phase 2) and a more detailed examination of the current state processes and requirements for the desired state (Phase 3) for a particular group all in one interview with the group's manager.

You may be able to go back for a second meeting with a few key staff, or to observe processes, documents and systems, but in general you will get just one chance to carry out an in depth interview with a member of Client staff. This means that the outputs from the Phases will in practice be built up gradually as you gather information in different Business Units.

However, be aware that a stricter interpretation of Six Sigma may not allow Phases to overlap, since there are "tollgate" reviews and decision points at the end of each phase. If you are working with a Client who is an experienced user of Six Sigma, you should check with them on the approach that they wish to take.

They may also wish to move some of the information gathering tasks from Phase 1 to Phase 2, because strictly speaking the Six Sigma Define phase (Phase 1) covers problem definition and goals, and the Six Sigma Measure phase (Phase 2) includes information collection. The document Phases 1 and 2 are currently structured to reflect the fact that the consultant has a greater need to understand the operation of the organization in Phase 1 than a corporate employee who is applying Six Sigma to their own processes.

3.1.8 Prototypes, pilots and quick wins

One of the solutions identified by an engagement may be the development and implementation of a prototype, pilot or quick win. It is important to be aware of the difference between these three approaches:

- A **prototype** or 'discussion model' is a system or process which is discarded or completely redeveloped after the lessons have been learned from its use
- A **pilot** is a process or system whose scope of operation is initially restricted, but which has been designed and built for full scale use
- A **quick win** is a part of the full solution, which yields major benefits, normally has high visibility and can be realized and implemented quickly.

The Client should not be allowed to think that a prototype is a pilot when it is not. Usually when the Client has paid for the development of and used a prototype they will be unwilling to throw it away and start again – the sponsor usually expects a pilot.

The cost of developing a pilot will be higher than a prototype, because the pilot will have to be designed and built with full-scale operation in mind. A prototype may use a design and components which are lower in cost but not suitable for conversion to full scale use. In contrast

Phase 1

to prototypes and pilots a quick win is a finished solution, which does not need to be scaled up or changed for full-scale use.

3.2 Roles & Responsibilities

3.2.1 Lead Consultant

The assessment lead consultant is responsible for

- Understanding the scope of the Client requirements and how these can be met by combining parts of one or more Xerox Global Services methodologies
- Assisting in the preparation of the proposal for assessment. This is always preferable but not always possible
- Approving the project charter, project plan, including the WBS, timescale and estimate of Xerox Global Services effort proposed
- Managing the assessment, including the involvement of Xerox Global Services specialist staff and Client staff in a joint team
- Obtaining the signoff of the milestones and deliverables with the Client sponsor.
- The lead consultant may or may not lead the delivery team as the project manager.

There may also be: One or several Business or Technical Consultants – assisting the lead consultant during the engagement. Among these, depending on the project type, there might be some specific profiles such as document structure analyst or business process analyst.

3.2.2 Client staff

There will typically be:

- A Client sponsor – a senior manager who holds the budget for the Xerox Global Services work and who will approve the completion of the deliverables
- A Client project manager – the Client manager responsible for milestones and deliverables to the sponsor, using Xerox Global Services and other Client staff.

There may also be:

- Client core team members – the members of a joint Knowledge and Work Practice Assessment core team, carrying out information gathering with Xerox Global Services consultants
- Client managers and staff – the members of the extended core team participating in and contributing to interviews, workshops, and report reviews.

Where both Xerox Global Services and Client staff are members of a joint assessment team, a trusting and co-operative relationship is required between the lead consultant and the Client project manager and staff involved. In this case there will be a joint Xerox Global Services/Client responsibility for the outputs from the work. Xerox Global Services and the Client should agree responsibility for individual sections of the report.

The proposal should state assumptions regarding the number of days effort to be contributed by Client staff who are members of a joint team.

3.3 Summary of inputs

The inputs required to develop an assessment can be classified as:

- A proposal for assessment work which has been accepted by the Client and agreed by the Xerox Global Services lead consultant responsible for delivery. The proposal should include

Phase 1

a plan for the work identifying Xerox Global Services and Client staff required, with agreement on charges and expenses

- Publicly available information – about the Client, their industry sector, and about this business problem area – available for example on the internet
- Xerox knowledge – explicitly recorded, and tacit (in people's heads), about
 - The Client and about Xerox solutions already supplied
 - The industry sector and solutions already supplied, including performance benchmarks
 - Xerox Global Services methodologies
- Client operational information
 - A statement of the business issues and opportunities
 - Assumptions about planned change initiatives, IT strategies and solution(s)
 - Explicit knowledge from Client interviews, documents, observations and systems
 - Tacit knowledge from less formal Client interactions, observations of work practice, behaviors, and workplace characteristics
 - Understanding of the Client's business and IT strategy and its competitive position, core competencies related to the area of operations touched by this assessment
- Standards and tools
 - Client standards and tools for internal business case contents, format and procedures
 - Xerox Global Services standards and tools which will be used on behalf of and/or transferred to the Client, subject to confidentiality conditions in the contract with the Client which protect Xerox's Intellectual Property.

3.4 Summary of outputs

The main output is a very satisfied Client, who may be ready to consider commissioning further services and products from Xerox. This can usually be achieved by:

- Delivering report, presentation and models, approved by Xerox Global Services and by the Client Sponsor, which meets Client expectations and requirements
- If required, delivering relevant working documents from the assessment such as interview notes



- Involving Client staff in a joint assessment team, so that bi-directional knowledge transfer take place within a team environment. From our experience, the generated buy-in will help in the implementation phase as well as improving the relationship with the Client.
- Managing expectations already in early phases of the project such that there is a clear and mutually agreed understanding of the project goals and deliverables.
- Supporting the Client's development of a formal or informal project team to take forward the implementation of the recommendations. Xerox should have a valuable contribution to make to this team.

Phase 1**3.5 Control Mechanisms**

The engagement milestones and deliverables should be reviewed and approved by the Xerox Global Services lead consultant and by the Client sponsor.

The results should ideally be approved by at least one senior representative of each Client department that may have to commit resources to the project or to operate the resulting processes if approved. However, this level of approval is for the Client sponsor to decide.

Major milestones of the project occur at the end of each Phase, with related deliverables.



Important - it is vitally important that documents are thoroughly reviewed both within the project team and by senior consultants not on the team before they are sent to the Client.

Deliverables need to be validated by the Client. Procedures for deliverable validation will depend on the Phase and the size of the project:

- Validation of the project charter can be implicit. If the Client makes no comment within a limited timeframe (e.g., five working days), validation is assumed.
- Validation of the Phase end reports - these should be signed explicitly by the Client. However, again, there should be a clause in the proposal stating that failure to comment on reports by the Client within a given timeframe causes reports to be validated automatically.

Several report validation mechanisms can be proposed depending on the size of the project. Either the Client simply reads the reports and issues comments and requests for modifications, or the report is transmitted to and studied by the Client, and later, presented by Xerox Global Services in a review meeting. The Client issues comments, questions and request for modifications before and during the review meeting.

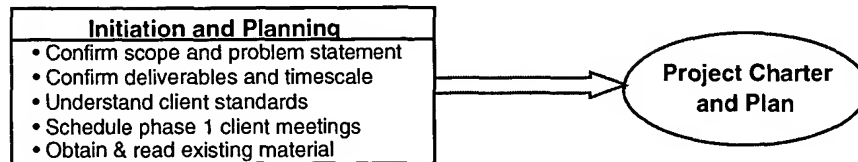
It is not possible to establish report validation criteria for all cases. Common criteria are:

- Wording/presentation quality (in particular clarity, self-sufficiency)
- Accuracy
- Completeness. Completeness can be assessed by reference to previous documents issued in the same project - i.e., completeness of the Define Business Phase can be evaluated with respect to the project charter, completeness and accuracy of analysis can be evaluated with respect to the Define Requirements Phase 1, completeness of 'plan the change' report can be evaluated with respect to the analysis result.

Phase 1

Phase 0 - Project Initiation

4. Phase 0 - Project Initiation



4.1 Purpose

The purpose of this Phase is to plan the phases of the assessment with the Client project manager so that best use is made of Xerox Global Services staff time onsite at the Client's location(s).

4.2 Inputs

Inputs for this Phase include:

- *Request for Proposal* issued by the Client (if any) and the *Proposal* issued by Xerox Global Services as a reply, which has been accepted by the Client, including any changes agreed,
- The *results of previous projects* pertaining to the Business Case, Process Innovation, and Work Practice (the Client might not use the same names) are used to focus the investigation (information gathering, analysis, recommendation) on processes and information systems that are of major importance for the Client to achieve their business objectives.
- The *history of previous projects* in the same Client area or in a closely related area, with an appraisal of their rate of success or failure and a description of the way they were conducted, will enable Xerox Global Services to better organize the current project.
- Information on the availability of Client and Xerox Global Services team members
- Background material from Xerox Global Services, from the Xerox account manager, from the internet and from the Client themselves
- Xerox Global Services Project Management method standards including standards for the project charter and risk management plan.

Inputs for any Phase are gathered through reading, interviews, observation or workshops.

4.2.1 Read

- Review the Client and industry background material produced for the proposal
- Ask a suitable Xerox Global Services team member to check out specific Client and Xerox industry sector know-how via an Intellectual Capital Management System (ICMS), the Xerox intranet, the Xerox account manager and other personal contacts.
- Get access to and surf the Client's web site; take notes and print out critical documents.
- Ask the Client project manager to send any relevant internal background material such as
 - An annual report

Phase 1

- Organigrams of the relevant business areas
- Glossary of industry and Client-specific terms
- Previous reports on the problem area
- Performance management reports with metrics relevant to this Content Management Strategy
- Information on business strategy and competitive position
- Descriptions of major organizational change initiatives which could affect this Strategy, such as reorganization, relocation, or major changes in products or services
- Descriptions of the business operations, particularly specialist areas – whether from their intranet or press articles
- A description of their IT strategy, architecture and an outline of the relevant IT systems including planned changes and IT systems currently being developed
- A description of the document production facility strategy, where appropriate.

4.2.2 Interview

Prepare	Select interviewees - level / responsibility Make appointment - purpose / agenda / duration = 1-2 hours Review background information
Initialize	Provide business card / define purpose / provide agenda Establish importance of note taking and expert / author relationship Ask general questions to get Interviewee talking Assess and formulate specific questions Write don't talk
Interview	Keep extraneous comments and conversation to minimum. Be aware of failure to identify problem areas in the environment. Provide interviewee time to think [no coaching]. Avoid outside distractions. Encourage elaboration by requesting summaries. Discourage sarcasm and humor. Maintain the confidentiality of the interview. Show interest in what the interviewee is saying.
Terminate	Information being obtained is inappropriate Time limit is reached Interviewer is saturated with information Personality clash between interviewer and interviewee
Finalize	Identify additional sources of information Identify new terms for project dictionary List the follow-up questions and areas of concern Arrange follow up interview if necessary Complete Process / Document List and sketch business environment model Record names, area of expertise, phone numbers of new interviewees

4.2.3 Observe

For the full methodology, please refer to the "Work Practice Consultancy toolkit."

Phase 1

The objective of observation is to understand how work is actually done, as opposed to the formal description from a manual. This requires an observational approach, where the minutiae of considerations, transactions, references, exchanges, etc can be seen in real-time and in context. The observations collected will provide a unique source of material for the co-design phases.

The process tasks are presented here in summary.

Set up the Fieldwork	<p>Gain approval from each level for the work</p> <p>Use appropriate and agreed technology to record observations e.g., video, tape, paper/pen</p> <p>Have the Client Sponsor personally introduce you to the different work processes, environments and practitioners working there</p>
Collect the data: Keep close to the work	<p>Keep close to the work – follow the process and act like a native at that level</p> <p>Do not force the work to follow document formats</p> <p>Work in real time</p> <p>Follow the work</p> <p>Understand the organizational structure</p> <p>Understand the correspondence between the work and the scheme of work i.e., actual practice and proscribed process</p>
Collect the data: Look for troubles	<p>Look for troubles great and small</p> <ul style="list-style-type: none"> – Troubles are instructive – Do not measure troubles according to an external standard – Understand how people distinguish between normal troubles and major hassles.
Collect the data: Understand work	<p>Understand work in its own terms</p> <ul style="list-style-type: none"> – Not (consultancy) theory driven – Tell it like it is – Take the lead from those who know the work.
Collect the data: Understand work context	<p>Understand where the work is done</p> <ul style="list-style-type: none"> – Make the context more telling – Set the context – Understand where this work is in the division of labor. <p>Understand the work as an organizational matter</p>

4.2.4 Workshop

Depending on the results of any phase, it will normally be necessary to cover the aspects of details of the deliverable first. It is possible to configure the workshop to cover these aspects in parallel in breakout sessions with smaller teams (about five members), which then can keep focus on their respective topics.

To get buy-in and commitment from the staff who will have to live with and to support the improvement activities as well as from management who finally have to decide to implement the recommendations. Therefore:

- Try to select a workshop team where all the most relevant groups (as far as you can see it) are represented, ranging from staff to management

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- Select the size of the team that you can generate and maintain a co-operative and creative atmosphere, which normally means a group less than ten persons. (This is a rule of thumb. In practice the limits depend heavily on the culture you find at the Client.) Alternatively you should plan parallel sessions workshops if it is really necessary to include more persons
- In case of planning breakout sessions, plan an optimal size (approx. five persons) for each breakout session. In this case the total size of the workshop may result in more than ten persons.

In this case the workshop structure could be (one each deliverable component):

Duration	Topic	Who	No. of Participants
0:45	Workshop initialization and presentation of the results from a phase	Xerox	12
0:30	Introduction: Explain the components of the milestone deliverable from the phase	Xerox	12
0:30	Initial feedback on results from the Phase	all	12
3:00	Breakout workshops on major findings from the phase:		
3:00	Finding A	team A	4
3:00	Finding B	team B	4
3:00	Finding C	team C	4
1:30	Present findings from breakout workshops	teams A, B, C	12
1.00	Consolidate findings and select main opportunities for improvement	all	12
0:15	Close the workshop: conclusions and tasks	Xerox	12

The duration in this table does not mean that the workshops should be held on one day (which would result in insufficient time for breaks, lunch, offline discussion etc.). It may be more practical to split each workshop in two half days.

Select the groups for the breakout workshops so that you have a group that is representative for discussing their respective topic. But restrict the size of the group to an optimal range (normally between 4 and 7). If there are less than four members, there will be no creative interaction or global view, and there is the danger that one individual opinion will dominate. If there are more than seven members the group usually will split into smaller sub-groups working in isolation.

Plan to have an experienced assistant for the workshop who can assist managing the parallel breakout sessions and who may collect and record additional information that becomes visible during the workshop.

Because it normally is not possible to have management attending the workshop all the time, it may be necessary to generate intermediate results in the workshop, then to get management approval and after that to perform another workshop cycle to refine the results.

Phase 1

4.3 Considerations

The risks to be managed in this Phase are:



- The scope, problem definition, constraints, work break down structure, deliverables and timescale may have changed since the original Xerox Global Services proposal, and the Client project manager may have a different view of them
- There may be Client standards which must be used, and the Xerox Global Services team may need to re-examine their assumptions about the scope and depth of detail of the work
- If no preparation is done before Xerox Global Services staff arrive onsite, then it may take days or weeks to schedule the necessary fact finding meetings and visits
- There may be background information which can usefully be studied by the Xerox Global Services team before meeting Client staff, to avoid giving the appearance of Xerox Global Services staff being completely naïve about the Client's operations.

4.4 Responsibilities

R - responsible for producing task output I - input required for development of task output	XGS Lead Consultant	XGS Consultant	Client sponsor	Client project manager	Client Managers & Staff
Confirm scope and problem definition	R		I	R	I
Confirm deliverables, timescale and standards	R	I	I	R	I
Obtain and read existing material	R	I		R	I
Schedule Phase 1 meetings and logistics	R	R		R	I
Schedule Phase 1 meetings and logistics	R	R		R	I

4.5 Templates and Tools

Xerox Global Services Methods and Disciplines Project Management method Standards on:

- Project Charter and Project Plan
- Risk Management Plan

4.6 Tasks

4.6.1 Confirm scope and problem definition with the Client

- Review proposal and update project if required (e.g., because of a change in the business context). The workload and costs of the project may also have to be updated
- Revise the scope of anticipated assessment of business operations, groups within the organization or change initiatives if they changed.
- Identify the people involved in the different Phases of the project. In particular:
 - ♦ the names and career summaries of the consultants are communicated to the Client
 - ♦ the people participating to the information collection and analysis activities (interviews, workshops) on the Client side are identified
 - ♦ recipients and reviewers of deliverables are identified.
- Define the project control mechanisms and organization.
- Identify the documentation that can be used as input for information collection.
- Establish the communication plan.

Phase 1

- Establish the logistics of the project (e.g., offices and access to office systems).
- Develop the project charter and risk management plan (see Xerox Global Services Project Management method) and update them as necessary for each of the subsequent tasks in this Phase.

4.6.2 Confirm deliverables, timescale and standards

Are the deliverables and WBS as stated in the proposal and modified by any subsequent negotiations still valid? See section 3.1.

Are there any standard formats, templates, content, tools and methods required by the Client's own business case approval process? To what extent does this assessment need to use these?

Note: The organization of the Project Initiation Phase depends on project characteristics. It can be concentrated in one single workshop or spread across several meetings.

4.6.3 Obtain and read existing material

- Review the Client and industry background material produced for the proposal.
- Ask the Client project manager to send relevant documents.
- Ask the Client to supply examples of any standard formats, templates, content, tools and methods (by email).

4.6.4 Schedule Phase 1 meetings and logistics

During Phase 0 you should schedule the initial Client and assessment team meetings as shown in the following sample actions:

Availability	When will the Client and Xerox Global Services team members be available? Do they have any approved absences booked?
Kick-off meeting	Arrange for a Xerox Global Services kick-off meeting or brief Xerox Global Services team members individually. The Client project manager should brief Client staff members of the assessment team
Identify meeting and workshop participants	Who do the assessment team need to meet, how long will be required, and in which locations? Will workshops and/or interviews be more appropriate? Usually the Xerox Global Services lead consultant and the Client project manager meet the Client sponsor for a kick-off meeting initially, and then one or more team members will facilitate workshops and interview key managers, key practitioners and staff in operational and support groups in the Client business. It is important to meet with key managers and practitioners.
Secure and Confidential	Establish ground rules with the Client project manager for any areas of information, procedures or working practices where special security or confidentiality requirements may apply.
Logistics	Client project manager to arrange logistics for team, e.g., security passes, office accommodation, hotel discounts based on Client staff usage, networked PC access
Roles	How will areas of responsibility be divided between Xerox Global Services team members? Where the team includes two or more Xerox Global Services consultants (as well as Client staff), it will be useful for each Xerox Global Services consultant to take responsibility for gathering information for specific business areas and producing the relevant analysis, requirements and implementation sections of the



Phase 1

	assessment report for these critical areas.
Client staff team members	How will Client team members participate? They will typically participate by gathering information in joint interviews together with a Xerox Global Services consultant, and by preparing sections of the assessment Strategy report covering the existing situation.
Note to all participants	Arrange for the Client project manager to communicate with all relevant Client managers to inform/update them about the assessment work, asking for their help in meeting team members and arranging for their staff to meet team members as requested. Describe any confidentiality measures
Schedule meetings & workshops	Agree that the Client project manager will arrange for all the Client meetings and workshops to be scheduled. Maintain a list of meetings using the Interview Schedule List (ISL).
Review project plan	Review and if necessary revise the project plan to accommodate activities and meetings identified

4.7 Outputs

- Xerox Global Services lead consultant and Client project manager agree the project charter and risk management plan
- Xerox Global Services and Client staff who make up the assessment team are briefed and available
- Client staff is briefed to assist information gathering by the assessment team.

4.8 Deliverables

The output of the initiation Phase is the project charter, updated project plan, risk management plan and interview schedule.

A Project Charter should be created using Xerox Global Services Methods & Disciplines Project Management methods to formally communicate the existence of the project. The Project Charter is issued at the end of this Phase and is used in all planning activities of a project.

The Project Charter contains the following items:

- General Information,
- Project Purpose,
- Project Objective,
- Project Scope,
- Project Authority,
- Roles and Responsibilities - including Client participation to the project,
- Management Checkpoints,
- Signatures.

A revised version of the project plan that is contained in Xerox Global Services proposal is provided at the end of the initiation Phase. The Client participation to the Define Phase 1 is usually the main factor influencing the planning, since Client user representatives must be available for this exercise.

4.9 Quality Checks

- Has the Project Charter and Project Plan been agreed upon and signed by the Client? If not, then see the standard Xerox Global Services Project Management method)

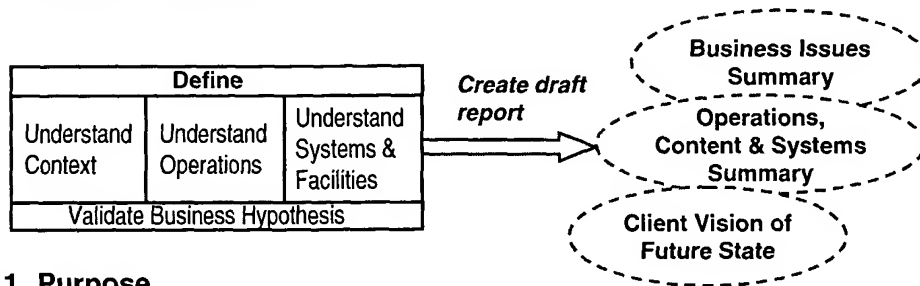
Phase 1

- Have all the Client staff been informed of the project and their involvement? If not, then organize a kick-off meeting or start-up meeting. Refer to the XGS Project Management Methods.
- Are the scope and timescale of the project significantly different from the proposal? If this difference impacts costs, have the scope and cost been renegotiated with the Client?
- Is there a change management procedure agreed with the Client? (See the standard Xerox Global Services Project Management method)
- Does the Client project manager seem to be active and efficient, or is a meeting with the Client sponsor required to obtain improvements in this area?
- Is the risk management plan still valid and sufficient to manage the current set of risks?
- Is the project still likely to meet or exceed the Client's expectations?

Phase 1

Phase 1 - Define the Business

5. Phase 1 - Define



5.1 Purpose

The purpose of this Phase is to:

- Review the current state including strategy, policies, content & documents, culture & work practice, processes and systems. The scope and depth in each area will be dependent upon the type of assessment.
- Identify major assessment-related business issues and draft problem definitions, with their costs and the potential benefits of solving them
- Classify issues in terms of the five Knowledge dimensions
- Identify the Client's current vision and their perception of solutions.
- To formulate an initial hypothesis on where the problem areas lie and where the areas of improvement exist. Do a sanity check of the hypothesis with an experienced team, ideally involving the Client.

5.2 Inputs

Inputs for this Phase include:

- Information from Phase 0
- Information gathered during Phase 1 from reading interviews, workshops and observations on the enterprise, its policies, operations, systems and facilities.

In this Phase, Xerox Global Services will collect and study different sources of information – which can be classified in two categories:

- Client internal documentation and systems, and Client publicly available documentation
- Direct contact and dialogue with Client staff.

5.2.1 Gathering Information

A brief presentation of the Xerox Global Services method applied in the project will help the Client to understand the context of their own participation.

For each current state core process map the following:
Supplier -> Inputs -> Process (Sub-Tasks, Competencies, Systems) -> Outputs -> Customers

Whether acquired through reading, interviews, observations or workshops, the high-level questions that must be answered for each critical area are identified below.

Phase 1

What is measured? Finance? Customer? Learning? Operations? Systems? Support? Cycle time? Cost? Quality?	Constraints What starts the process? Document? Question? Problem? What guides & constrains the work? Policy? Procedure? Budget? Menu? Drawing? Work Instruction? Etc?	Environment Dimensions Content Process Culture Systems Infrastructure
Inputs What is consumed by the process? What is used by the process? Materials? Documents? Expert advice?	Process What is the department, Process or Function? How is measured? What is the Parent process? What are the sub-tasks?	Outputs What are the deliverables? Product Components? Documents? Advice? Is this a component of an assembled output? Who are and what delights the customers of the process?
What are the answers to these questions for sub-tasks? How are sub-tasks broken down? Skill? Work volume? Natural Checkpoints? Responsibilities/turf? Random? Ad-hoc?	Mechanisms Who does the work? Groups? Vendors? How many? How much? What skills & competencies are required? What systems are used? How are documents stored (paper and electronic)? How do people work? Independent? Collaborative? Adversarial? Physical Proximity of people? Means of communication?	What is the lifecycle of the documents? Create – Amend – Publish – Store – Archive – Destroy How many people edit, read, manage documents? Where? When? What confidentiality, security is required? Policies? What IT systems support the environment?

To help propose a desired state ask:

- How can information be reused?
- How can we best share and control documents/knowledge?
- How can the approval of critical documents/knowledge be accelerated?
- How can we use existing electronics systems to improve management of documents/knowledge?
- How can we provide consistent, reliable access to documents/knowledge from anywhere?

5.2.2 “First Pass” Information sources

Phase 1

This is the 'first pass' gathering and analysis of information and knowledge. The sources of information for this Phase are:

- Information published internally and externally (reports, strategies, web and hardcopy)
- Introductory meetings with Directors, Senior Managers, Department Heads and Thought Leaders.

5.2.3 Interaction with Client representatives

Xerox Global Services will interact with those Client representatives that are able to provide information on the current state of the system, and on people's expectations. This interaction can take several forms such as interviews, surveys, and workshops.

Inputs for interaction with the Client are questionnaires for interviews and surveys, and workshop agendas. The content of these objects depends on the major focus of the project.

Except for face to face interviews, questions and agenda items must be provided with enough explanation for the Client representatives to understand what type of answers and contribution is expected.

After, each interview or workshop, Xerox Global Services drafts minutes submitted to interviewees or attendees for validation.

5.2.3.1 Interview and Workshop Notes / Minutes

The XGS assessment team should:

- Maintain workshops or interview notes (for example as a bulleted list) and publish them to share information with the rest of assessment team
- Where appropriate, confirm workshop or interview notes with each Client/interviewee.

If required, the minutes will be updated according to Client comments and requests. Minutes are used as a basis for identifying requirements. Remember that documented notes should support all statements concerning the Client's organization in report.

5.2.3.2 Managing the number of interviews

Usually this is when the number of business areas and Client staff to be interviewed begins to expand. If you allowed for a contingency effort for additional interviews in your proposal, then you will find it easier to manage Client expectations at this stage.

You have five ways of managing increases in the scope and number of interviews and of information collection effort:

1. Accept the increase while it is within your estimated budget, while warning the Client project manager of your real 'deadline' maximum number of interviews/site visits within the time set to complete the work. You may be able to manage these by splitting your Xerox Global Services interviewing team and ensuring that the Client project manager schedules interviews at the same location on the same day(s)
2. Delegate some of the interviewing and information collection to Client analysts, e.g., people reporting to the Client project manager. This may work well if the Client analysts have the right skills and business experience, are integrated in the assessment team and follow team procedures, e.g., writing up their findings.

Phase 1

3. Prioritize the work so that the least important interviews are replaced by telephone calls and/or emails. This risks missing the tacit information from personal contact, and the unexpected but important information from chance remarks and observation.
4. Gather several interviewees together in a workshop/larger meeting. This can be effective where all the interviewees know each other well and where there are few barriers to open and honest exchange of information. Be aware that a larger workshop will require significant preparation effort and scheduling from the assessment team.
5. Activate the change management procedure to increase the cost to the Client of the Xerox Global Services work on this project.



You will also find that as the information collection progresses you will be referred to additional people within the Client organization who hold valuable information, but who were not identified by the Client project manager. This is normal, and you will need to manage it. After a while you will begin to get 'cross-references' on who has the information you want, as more than one person refers you to a particular source. The next stage is when you find that the assessment team collectively actually has a better overview of some end-to-end aspects of the operation than most of the Client staff.

5.2.4 The Socio-tech approach and work practice observation

The Define phase of every engagement attempts to collect material over a very broad range of areas – from the traditional process maps to actual work practices, from future plans to daily realities, from explicit transactions to tacit motivations. It uses the consultancy standard methods of information gathering, observations, workshops and interviews to map key features of an organization. Indeed, the Work Practice Observation explicitly tries to “get to those parts of an organization that normal consultancy ...may not be interested in” (see Graham Button’s XIG Work Practice Toolkit reference in section 2.7).

The different approaches will provide different perspectives on the organization, in its current state. Clear representation of the realities of everyday life at each level of the organization will be essential for the Analyze and Improve Phase.



Co-operative development is a theme that runs through the whole CMA engagement methodology. The role of Xerox Global Services in the Define phase is to support the Client through the processes using facilitation, suggestion, a neutral stance, and an objective approach. Xerox Global Services does not approach the tasks with the end result already in mind.

5.2.5 Project scope and information gathering

The information to be collected, as well as the people involved, depends on the focus of the project (e.g., in a content management project, involved people are those that process or need content, in a workflow management project, people participating in the processes).

It is important when analyzing information to understand the difference between what is currently done, and why it should be done this way. This can lead to two error types:

- Inappropriate simplification – due to a lack of understanding of why different cases should be maintained, they are inappropriately combined.
- Process complexity – historic classifications are maintained when there is little business benefit from the difference. Maintenance costs are high and overall process flexibility is reduced by complexity. This is due to a lack of clarification of the reasons for maintaining different classes or subsection of these to scrutiny with respect to the engagement.

Phase 1



Important - in order to ensure the relevance and importance of milestones and deliverables it is important to assign them to specific Client staff. They become owners of the result, and can be used for future references or inquiries and in return they themselves can assure the inclusion and realization of the requirements as part of the report.

5.3 Considerations

5.3.1 Building up the Report and Deliverables from this Phase onwards

This Phase introduces some of the forms which are used to collect information and analysis results. The intention is that you should start to draft the report at the end of this Phase. As you work through the Phases and add to information in these forms and in forms which are introduced in later Phases, you will build up the information you need to assemble the report at the end of Phase 4.

5.3.2 Scope – selecting the tasks

The selection of actual tasks to be performed for an engagement assignment will be made by the Lead Consultant with the Client in Phase 0 and revised after this Phase. Not all the tasks here will be relevant to all engagements, and additional tasks may have to be developed for the project. Similarly the proposed templates may need modifying. Please feedback new material developed in your projects to the CMA team for inclusion in future versions of the methodology.

The scope or focus may be

- Narrow, but deep, i.e., Work Practice Observation of a key process, office, community, network or knowledge worker group
- Broad, e.g., assessing knowledge flows across organizational/geographic boundaries.



You may not have the complete organization behind the project. It may be necessary to canvass views from other parts of the organization and gain their input, support or assistance in defining the project

The tasks and tools should be selected as appropriate. Remember that the purpose of this Phase is to provide a clear definition of the gap between current and desired state vision, which is subsequently revised and refined in the Analyze Phase and Validated in the Improve Phase, with appropriate structured material for the co-design in the Analyze and Improve Phases as well as to identify opportunities not within the scope of the project.

For the Client, this Phase should start an *ongoing* comparison of knowledge assets against future needs.

Issues revealed during this Phase may significantly alter the nature of the Project. For example, the Client may not be able to provide an agreed definition of current state, for cultural, style, operational or other reasons. The project would then require some additional input, before the remainder of the assessment could continue.

5.3.3 Approach

This is a definition and collection phase – do not influence this process by bias, personal ambition, or early presentation of possible solutions. It is important to collect honest opinions at all levels in the organization. Critical information may well be contained in “off-line” comments, after-hours discussions, over lunch etc. During this collection Phase, record *all* comments.

Consider that the immediate thought for interviewees may be that this is part of a “restructuring” program leading to job cuts. This may distort the representation of an individual’s knowledge.

Phase 1

Where workshops are recommended, a presentation is included in the electronic appendices with suggested agenda and supporting notes.

Consultants are encouraged to read the Work Practice Toolkit (XIG Work Practice Toolkit, whether or not it is part of the project. Much of the content will be useful material for other parts of the engagement.

5.3.4 XGS and Client Expertise

- To understand the technical environment it is very important that you meet with the most knowledgeable people from within each critical department of the Client. Discuss with the Client Project manager beforehand which people are most knowledgeable and are able to provide you with the required information.
- The Xerox Global Services Consultant Team will need to have a sound knowledge and expertise of the areas associated with the engagement in order to understand the Client's situation. Assess which kind of person is required from the information gathered during the Project Initiation Phase.

5.4 Roles and Responsibilities

R – responsible for producing task output I – input required for development of task output	XGS Lead Consultant	XGS Consultant	Client project manager	Client Sponsor
Understand Context: Enterprise, Strategies and Policies	R	R	I	I
Understand Operations	R	R	I	
Understand Systems and Facilities	R	R	I	
Validate Business Hypothesis	R	R	I	I
Create draft report	R	R	I	I

5.5 Templates and Tools

5.5.1 CMA Templates Workbook

The CMA Templates Workbook provides templates, forms, checklists, questionnaires, surveys and sample diagrams to use for information gathering, for analysis and for building the assessment report.

The intention is that you should update the information in these as the project progresses, and use it to build the assessment report. There will not necessarily be a direct one to one correspondence between the format of the templates and the format you use to present the results in the report. Use your judgment and experience on this.

The use of these templates is “Best Practice.” The diagrams are provided as examples. You may prefer to adapt them or just to use their location in the ‘title/subject/form’ tables in the Phase task descriptions as reminders. You may prefer not to record your intermediate results in the forms, and instead to synthesize all the information directly from interview notes and from your memory when you come to write the assessment report. You may wish to use (with the interviewee's consent) a digital recording device during interviews, to help transcribe notes after the interview. Do what works for you and your team, so that you produce a good quality result which meets the Client's requirements within time and budget.

See the list of templates at the start of the CMA Templates Workbook for information on checklists, questionnaires, surveys and other forms and diagrams which may be useful at this stage.

Phase 1

The task descriptions in this and subsequent chapters of this workbook refer to the forms (templates) which may be used to record information during each task, using the template abbreviation or referring to the relevant section of the CMA report template.

In some cases it may be more useful to record the information directly in the report template instead of using another form.

5.5.2 Critical To Quality tree (CTQ)

See section 10.2.2 Please note that familiarization with Six Sigma techniques is outside the scope of this workbook. See section 10.2.1 for pointers to Six Sigma information.

5.6 Tasks

These tasks involve analysis of the current state and specification of requirements. The detail and scope of information will vary significantly based on the combination of types of assessment engagement required by the client and defined in the project proposal, charter and plan.

The reason that all types of engagements are summarized for the first part of the DEFINE phase is that when types of engagements are combined practitioners with different areas of expertise interview people and acquire information from different areas, they must acquire information in all areas necessary for the engagement not just their area of specialty.

A second and equally important reason is: XGS will develop and provide managed services in different domains to different markets that make effective use of all forms of documents (electronic, paper, audio, video) for collaboration. For every assessment, it is critical that XGS frames the problem in all of its dimensions and presents the proposed solution in the context of that framework. Most solutions fail to achieve their desired impact because they have failed to adequately consider the other dimensions of a multi-faceted environment. Always collect enough information to outline the entire solution (which may lead to other assessment engagements).

You should however tailor the depth of the information collection to suit the assessment. You may collect less information on the high-level business strategy if the Client has commissioned you to develop a Requirements Specification. You may collect less information on detailed processes and document structures if you are developing a Content Management Strategy.

Throughout these Phase I tasks the assessment team should update the Interview Schedule List with newly identified candidates for interview and workshops. The lead consultant should review these, prioritize them and decide whether to schedule the additional work. The tasks for all of the types of assessments are generalized to:

5.6.1 Understand Context: Enterprise, Strategies and Policies	Content, Knowledge, Innovation, Systems vision & goals, work practice & culture, 'war stories' Interview & work with operational business managers & thought leaders
5.6.2 Understand Operations	
5.6.3 Understand IT Systems and Facilities	
5.6.4 Validate Business Hypothesis	
5.6.5 Create draft report	

Phase 1

5.6.1 Understand Content: Enterprise, Strategies and Policies

XGS team members should ensure that they are sufficiently briefed not to appear hopelessly naïve when interviewing Client staff who have worked in this industry all their lives. The assessment team including both Xerox Global services and any Client staff team members should meet the Client project manager in a kick-off meeting to gain a first-hand view of:

Title	Subjects	Form
Business Strategy	Client's business strategy and competitive position as they relate to the area of operations covered by the assessment. What are the public and private statements of strategic direction? Are there strategic change initiatives planned or in operation?	REP 4.2
Assessment related Vision and Strategy	The Client's assessment-related vision and strategy(ies). Is there one knowledge, innovation, and content strategy for the organization, and/or does each Business Unit pursue its own? What are the most important areas of business operation that are supported by the deliverable of this assessment? Are there strategic change initiatives planned?	
Key Players	Who are the clients key customers, partners and competitors? What are their visions, strategies, competencies and services?	
Policies	What are the relevant content and document-related policies, e.g., for ownership, knowledge sharing, retention, security etc? Why were they put in place and how important are they to business operations?	
Problem definition	The problem definition – current state, desired state, performance gaps, five knowledge dimensions issues, root causes and constraints – why this assessment, why now (see Problem Definition checklist section 10.1.2)	
Goals	The business goals (related to knowledge, process, work practice and content) relevant to the assessment, and how performance is managed to achieve them. This may include targets for the organization, and senior managers	GMP REP 3 4.8
CSF	What are client's expectations and Critical Success Factors	REP 4.7
Support Units	Are there issues specifically related to Support Units such as IT, document production, finance, records/library, accommodation, HR?	REP 4.5
Background	The organization, personalities, history, processes and procedures, systems, documents, knowledge and work practice relevant to the scope of this assessment	REP
Core Competencies	What are the core competencies that differentiate this enterprise and/or business area; what new competencies and adaptive behaviors will be required by the desired state vision?	REP 4.4
'War Stories'	What are the two or three stories which illustrate the type of issues relevant to this assessment? What happened, and how was it resolved?	REP 4.4
Sources	The business, IT and document production areas which from which information must be collected. This may include sources external to the Client such as outsourced service providers	ISL
Other Change Initiatives	Other relevant change initiatives currently planned, in development or about to be implemented – business, IT and organizational. Is the organization resistant to changes in one or more of the five dimensions of knowledge? Why? What past initiatives were easy to implement and which were not? Were changes hindered or helped by the organization / by departments / by individuals? Why? Was implementation formal or informal? Were improvements successful? Were success criteria and metrics defined? Were implementers credited for it?	REP 4.6
Expectations	The current profile of this assessment and the subsequent solution(s) within the organization, its budget allocation and the expectations of the various groups concerned	REP 4.7



Phase 1

5.6.2 Understand Operations

The engagement team meets Client managers and key staff from operational business areas to understand business issues, strategy and operations in each business unit within the scope of the engagement.

It's not necessary to map the processes and define the documents in detail in this Phase. However, you will probably find it useful to develop at least a very simple model of one or more key processes, if these are not already available in existing standard operating procedure documentation.

A diagram of a process is very useful for validating the team's understanding, and even for evolving a desired state process.



You may find that you are referred to further Client staff who will be able to give more details, and possibly present the view of 'what actually happens' which may be different from 'what managers think happens'.

Title	Subjects	Form
Gather	Gather information from key Client staff in interviews and workshops	IC and other current state mapping templates
Read	Read relevant policies and process descriptions where they exist. Establish their validity – are they up to date? Do they reflect how procedures are actually executed? Do they cover regulatory and legal requirements?	
Map	Start to develop a high level map of process and information flow where process descriptions do not exist – for further development in Phase 3	PM, PMS, UML
Documents	Collect copies of (parts of) mission critical documents, where possible	DDF
Read plans	Read Division/Departmental plans/strategies	REP 4.2
Validate	Validate the problem definition, statements of business goals and performance gaps	REP 4.8
Analyze	Analyze the descriptions by different Client staff of the problem and the root causes	REP 4.8
Define	Define the scope of the solutions already considered	REP 4.7
Perceptions and Vision	Establish the Client's perception of issues, current state, desired state, performance measures, root causes, financial and operational constraints	REP 4
Goals	Establish the relevant business goals for this operational unit, and how performance is managed to achieve them. This may include targets for the organization, and how targets are set for senior managers	GMP REP 4.8
CTQs	Start to identify CTQ factors (building on the example in section 10.2.2)	CTQ
Culture	Obtain an overview of culture and working practices, where these are relevant	REP 4.4
Skills	Identify key process skills and knowledge	REP 4.4
Protection	What are the data protection, privacy, security and retention issues?	REP 4.2
Expectations	Establish the Client's expectations of the solution(s) for which this engagement is being developed. What are the Client's perceptions of the benefits, risks and constraints?	REP 4.7 RR

Phase 1

5.6.3 Understand Systems and Document Related Facilities

The engagement team meets managers and staff from IT and document production groups to understand IT operations document facilities related to the scope of the engagement:

Title	Subjects	Form
Meet IT managers and technologists	Interview the IT managers and technologists most directly concerned – the IT Director, the IT strategy manager, IT project managers responsible for development for relevant business areas. Understand the IT issues related to this engagement, current state, desired state, performance gaps, root causes and constraints. Also check the history of past initiatives, the plans for related initiatives, budget and resource priorities, the current IT strategy, and the most important business sponsors for IT work	IC REP 4.5
Meet document production and facilities managers	Interview the document production and facilities managers most directly concerned, and their key staff – what are the relevant document and media (paper) flows into the organization, between groups, and out of the organization? What and where are the relevant document production, management, storage and destruction facilities? Understand the document-related issues relevant to this engagement, current state, desired state, performance gaps, root causes and constraints. Also check the history of past initiatives, the plans for related initiatives, budget and resource priorities, the current document strategy, and the most important business sponsors for document production and management	IC REP 4.5
Standards	Review IT and document production standards and standard platforms – specifically any areas that may prove to be constraints on content management solutions. What changes are planned? Review document production standards and standard platforms – specifically any areas that may prove to be constraints on content management solutions. What changes are planned?	IC REP 4.5
Systems	What are the major relevant existing and planned application systems?	REP 4.5
Skills	What are the strengths and areas for improvement related to - IT capability and skills, in the IT group(s) and amongst business users? - Document production and management capability and skills?	REP 4.4
Perceptions and Vision	Establish the Client's perception of performance measures, and their perception of the desired state	REP 4.7, 4.8
CTQs	Review CTQ factors	CTQ
Protection	What are the data protection, privacy, security and retention issues?	REP 4.2
Expectations	How does the Client expect that the solution for which this engagement is being developed will address the issues? What are the Client's perceptions of the benefits, risks and constraints?	REP 4.7

Phase 1

5.6.4 Validate Business Hypothesis

The engagement team review information already gathered to identify Client visions of the desired state:

Title	Subjects	Form
Current state	Consolidate and summarize findings on the current state	REP 4
Desired state	Consolidate and summarize findings on the Client's vision of the desired state. List the main characteristics of the vision, focusing on benefits and enablers	REP 5.1.2
Expected solution(s)	Summarize what is expected of a solution at this stage. List the main characteristics of solution(s) and options showing how solution(s) deliverables support vision characteristics	REP 4.7 5.1.2
CTQs	Review CTQ factors	CTQ
Gaps in information	Identify inconsistencies and gaps in information for further investigation	All
Differences	Identify differences of fact and perception covering current state, desired state, performance gaps and measures, and root causes, for: 1. Process flow and measurement 2. Content and documents 3. Architecture of information systems 4. IT and document management infrastructure 5. Culture and work practice	REP 4 5.1.2
Perceptions	What differences relevant to this engagement are there in the perceptions of Client management and staff, and in those of the Xerox Global Services engagement team or the Xerox account manager?	All
Initial Gap Analysis	Identify the major gaps between the current and desired use – what are the major differences, and what are the clear statements of intended improvement?	GMP REP 4.8
Effectiveness	Review the hypotheses for change – to what extent do the findings support the hypothesis that the expected solution(s) for which this Engagement is being developed will close the gaps between the current and desired state? Are there other changes required outside the current scope of the solution(s) which are essential for the success of this solution(s)?	REP 4.7 4.8 GMP
Changes	Outline anticipated changes to processes, to systems, to organization, and to staff roles, skills and culture	REP 4
Quality check	Review findings within the team and with the Client project manager. Is the analysis correct and complete? What is missing or under-emphasized? Does the hypothesis for change aim too low, or too high?	All
Wrap up	Identify and schedule further meetings required to follow up missing information and validate conclusions	ISL
Review project plan	Review and if necessary update the project plan	Project plan

Phase 1**5.6.5 Create draft report**

Start to draft the Business Case report using the Table of Contents specified in section 3.1.3 .

Most of the information for the report at this stage will apply to the Current State chapter, by Business Unit.

5.7 Output

The Business Case team and the Client project manager should

- Understand the business context and issues relevant to this Business Case
- Agree a high level view of the operations, systems and content
- Understand the Client vision of the desired state.

5.8 Deliverables

These deliverables are interim working knowledge. The material from this Phase does not need to be formally agreed with the Client project manager at this stage, although the Xerox Global Services lead consultant should ensure that the Client project manager is familiar with the findings and conclusions to date. The deliverables are:

- A draft Business Case report
- An updated Interview Schedule List.

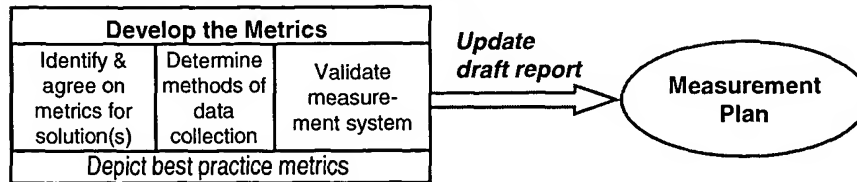
5.9 Quality Checks

- Are the expectations of the Client managers and staff significantly different from the solution(s) envisaged when the Business Case development started? If so, then the Client project manager and the Xerox Global Services lead consultant should discuss this with the Client sponsor and take Change Management action accordingly
- Is the style of the draft deliverables so far right for this client? Does the team need to adapt its approach to work more effectively with the culture, or would that compound any problems?
- Are any Client staff who form part of the Business Case development team performing satisfactorily? Highlight their achievements and discuss opportunities for improvement with the Client project manager.
- Is the updated project plan still achievable within time and budget?
- Is the risk management plan still valid and sufficient to manage the current set of risks?
- Is the project still likely to meet or exceed the Client's expectations?

Phase 2

Phase 2 - Develop the Metrics

6. Phase 2 - Develop the Metrics



6.1 Purpose

The purpose of this Phase is to determine and agree metrics, which serve as an important tool for communicating direction, for establishing accountabilities, for allocating resources, for monitoring/evaluating performance, and for taking improvement actions. In addition metrics can also serve to define acceptance targets for the Change Management/Enablement. Where the changed environment is totally new and cannot be compared to something already in use, the baseline (“before measurements”) metrics and measurements have to be taken – if available – from metrics from a similar organization in the same industry (benchmark figures).

6.2 Inputs

Inputs for this Phase include:

- The metrics section from a previous assessment report
- Information and the “mock deliverable” report from Phase 1
- Information gathered during Phase 2 from interviews, workshops, surveys and observations on metrics, data collection, process-related metrics and measurements already in use, other measurement systems and best practice metrics.

6.3 Considerations

In this section we consider seven aspects of developing metrics:

- 6.3.1 Definitions – what is a goal and a metric, and how is a measurement different?
- 6.3.2 Goals – what are the Client’s business goals, and how does this Strategy relate to them?
- 6.3.3 Connections between solutions, targets and goals – will this program affect the targets?
- 6.3.4 Selection of Metrics – which metrics should we choose?
- 6.3.5 Reality checks when identifying metrics
- 6.3.6 Measurements – implications of taking measurements.
- 6.3.7 Critical measurement dimensions – examples of critical measurements

6.3.1 Definitions

- A **goal** is a desired target for the organization – for example ‘grow profitable revenue’ or ‘serve the community in the most democratic, effective, efficient and caring way consistent with public spending limits.’ Other examples include ‘reduce processing costs in customer service’, ‘increase sharing of knowledge and best practices across projects’, ‘reduce new product development cycle time’, ‘reduce unplanned employee turnover’, ‘increase re-use of

Phase 2

knowledge in offer process', 'create dialogue culture: hard on ideas, soft on people'. The latter goal is a normative goal related to knowledge culture.

- A **metric** (or measure) is one of several goal-related objects which together measure whether a goal has been achieved – examples are revenue and gross margin. Other examples are average time to handle a customer call, administrative overhead costs in percentage of project costs, product development time per product, turnover rate, average time to offer for a specific project, system or product. Technology metrics might include monthly hit rate on an Internet site and percentage of project information archived in electronic form. Note that normative goals can normally not be associated with metrics and measurements.
- A **measurement** is the value of a metric when it is measured – for example a revenue of \$100m, or a gross margin of 20%. Other examples include 90 seconds average to handle a customer call, 20% of total project costs are administrative overhead costs, 14 months product development time for product X, turnover rate of 11%, time to offer is 6 days for an enterprise document management project. Technology measurements might include a monthly hit rate for January 2002 is 12,359, or a percentage of project information archived electronically is 83%.
- A **measurement target** is the value of the measurement which, when achieved, indicates that the goal will also be achieved – for example a revenue of \$120m, or a gross margin of 25%. Other examples include 'reduce handling time for customer calls by 60% during the next 2 years', 'reduce administrative overhead in projects by 5% in 1 year', 'reduce new product development cycle time by 50%', 'reduce unplanned employee turnover to 10%' or 'reduce time to offer for enterprise document management projects to 5 days'. Technology measurement target might include a hit rate of 15,000, or an electronic archive rate for project information of 80%. Normally a measurement target is associated with a target time for achievement.

An objective may be a short-term goal – for example, the goal may apply to a 3-year plan, supported by objectives at the end of years 1, 2 and 3.

6.3.2 Goals and objectives

Goals are the targets set for the or part of the organization which is in scope for the Strategy. For example:

6.3.2.1 Business Goals

- Grow profitable revenue
- Improve cash generation
- Reduce cost base to benchmark levels
- Shorten preparation time of marketing and sales plan
- Shorten product development time to benchmark
- Shorten time lag between product development and production
- Shorten time lag between product availability and market introduction

6.3.2.2 Business Objectives

- 3 new software products introduced within 2 years
- Number of customer complaints fewer than 5 out of 1000

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- Product development cost = \$750K per product
- Product production cost=\$13 per unit
- Profitable within 1 year of introduction and 15% margin within 2 years
- \$850K revenue per product per year in second year.

6.3.2.3 Knowledge Worker Goals

- Full life-cycle support of business critical documents
- High number of accesses of documents
- High % of authenticated documents
- High number of uses of templates
- Knowledge and documents properly categorized
- Faster preparation of complex documents
- Less missing or lost documents
- High uptime
- Low total cost of ownership.

6.3.2.4 Technology Goals

- Improved access times
- Improved storage capacity (scalability)
- High uptime of the system
- Availability of the system (different locations, working from home)
- Platform independence (web client) or restrictions (UNIX, Windows NT)
- Easy maintenance and support.

6.3.2.5 Technology Service Level Management

Where the Client is using already Service Level Management, this should be used as input or basis for the development of the technical metrics or vice versa. If the Client does not already use Service Level Management, this may be an opportunity for additional Xerox consulting services to provide such Managed Services.

Service Level Management is a key discipline for managing the quality of IT services to meet changing needs and demands. The goal is to set up and maintain Service Level Agreements (SLAs) between IT service providers and users.

The Service Level Agreements include:

- Service hours
- Availability
- Agreed workload and throughput

The Service Level Management responsibilities include:

- Creating a Service Catalogue
- Identifying Service Level Requirements

Phase 2

- User support levels
- Responsiveness
- Restrictions
- Functionality
- Contingency
- Security
- Costs and charges.
- Negotiating Service Level Agreements
- Reviewing support services
- Setting accounting policies
- Monitoring and reviewing service
- Reporting.

6.3.2.6 Review Goals and Measurements

Ideally the goals and their metrics should be specified in the project charter for this assessment. The distinction between a goal and an operational objective cannot be made on a theoretical base. Usually a goal is more long term and is indicating rather the direction of the desired change than the precise amount. It's up to the Client to define the hierarchy from top-level goals down to specific targets.

6.3.3 Connections between solutions, targets and goals

The question of whether achieving the measurement targets will necessarily mean that a goal has been achieved is outside the scope of assessment, but within the scope of performance management consultancy.

The question of whether implementing the solution(s) being considered will change the measurement targets is within the scope of the assessment– for example, if cost reduction is the only measurement target, will implementing the solution(s) actually reduce costs over the period being considered?

6.3.4 Selection of Metrics**6.3.4.1 Objectives**

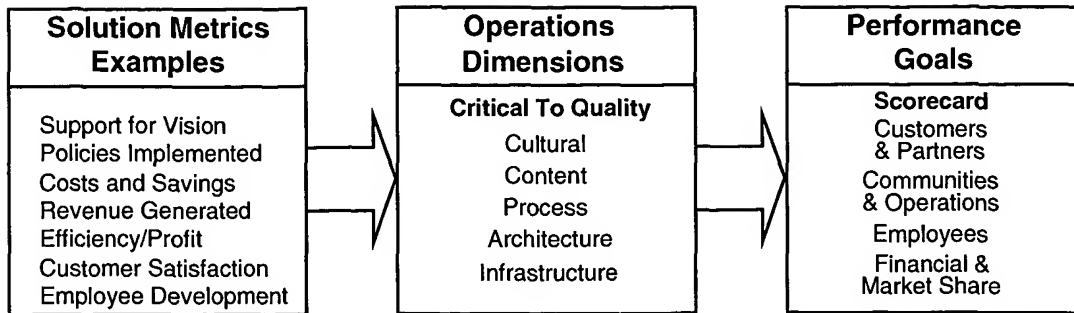
The metrics selected should:

- Be directly related to the goals specified by and agreed with the Client
- Be practical to measure within the scope of this assessment work or during subsequent development of requirements for solutions
- Include where necessary qualitative (non-quantifiable) and non-financial metrics.
- Have a strong causal relationship to the objective (validity)
- Adequately describe all the principal factors within the scope of the project necessary for achievement of the objective (sufficiency)
- The combination of metrics should be sufficient to measure the achievement of the goals.

6.3.4.2 Metrics and goals

Performance goals will be achieved through implementing solutions ('vital few' change projects) which change measurements. Each metric will usually impact more than one of the five Knowledge Dimensions (see section 1.5):

Phase 2



The second box "Operations" and third box "Performance Goals" can be grouped into four different types of assets measured by the goals. The first three types consist of intangible assets also called intellectual capital, the fourth one are financial assets or capital. The second box contains production-oriented assets whereas the third box contains market-oriented assets.

6.3.4.2.1 External Customers and Partners (External Structure)

This has been called External Structure by Sveiby and consists of relationships with customers and suppliers, brand names, trademarks and reputation, or "image". Some of these can be considered legal property, but the bond is not as strong as in the case of internal knowledge related assets because investments in them cannot be made with the same degree of confidence.

The value of such assets is primarily influenced by how well the organization solves its customers' problems, and there is always an element of uncertainty here. Reputations and relationships can be good or bad, and can change over time.

These external relationships are not particularly liquid, and unlike the material assets, they may or may not be legally owned by the organization. The economic value of a customer relation is no more "invisible" than the market value of a house. The reasons why the value of a relation seems invisible today is because it does not have a generally accepted definition and that it is not measured according to a standard. But these drawbacks do not mean that it is impossible or unnecessary to measure it, only that comparison between companies and over time are difficult to make.

6.3.4.2.2 Internal Communities and Operations (Internal Structure)

Sveiby's Internal Structure consists of a wide range of patents, concepts, contents, processes, models, architectures, computer and administrative systems. These are bought or acquired by the organization or created by the employees and are thus generally "owned" by the organization, and adhere to it. As mentioned above these assets can be directly influenced and managed. They therefore also include the Five Dimensions of Knowledge, which can be seen as Operations oriented assets or capabilities.

Decisions to develop or invest in such assets can be made with some degree of confidence, because the work is done in-house, or bought from outside. Also the informal organization, the internal communities, the "culture" or the "spirit" belong to the internal structure. The internal structure and the people together constitute what we generally call the "organization".

6.3.4.2.3 Employees (Individual Competence)

This is people's capacity to act in various situations. It includes skill, education, experience, values and social skills. People are the only true agents in business; all assets and structures, whether tangible physical products or intangible relations, are the result of human action and depend ultimately on people for their continued existence.

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Competence cannot be owned by anyone or anything but the person who possesses it, because when all is said and done employees are voluntary members of the organization.

A case can, however, be made for including competence in the balance sheet, because it is impossible to conceive of an organization without people. People tend to be loyal, if they are treated fairly and feel a sense of shared responsibility. That is why companies are generally willing to pay some kind of compensation to those who retire, or have to be laid off. This kind of compensation varies from country to country, but often takes the form of redundancy pay, umbrella agreements ("golden parachutes") and pensions. Although such commitments are not recorded as liabilities in the balance sheet, they can be seen as pledges or commitments, like leasing or rental contracts, and thus a form of invisible financing of employee competence.

6.3.4.2.4 Financial and Market Share (Tangible Assets)

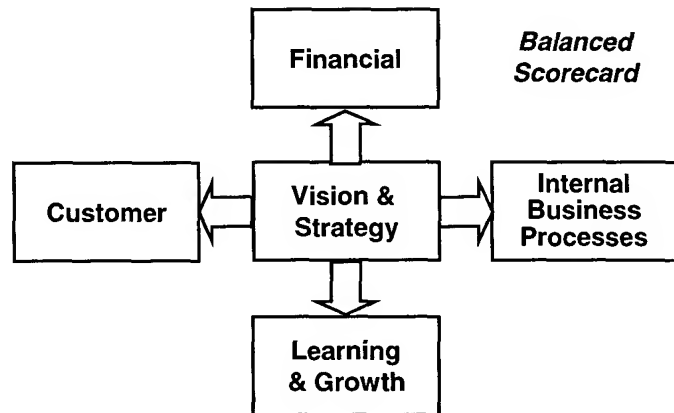
The financial assets are the most well known one and there are well-established and internationally accepted methods, guidelines and rules (such as the ones by International Accounting Standards Committee – IASC) on how to measure and report them. In the following there will therefore be no examples for measurements of this type of assets.

The scope of this assessment is the actions for “knowledge enabling” the business. Only measurements related to this scope are considered here, whereas the Business Case method deals with performance management goals and the whole decomposition of these goals down to cost and benefits metrics. The Process Innovation method deals with de-composition of goals down to Process Variables.

6.3.4.2.5 Balanced Scorecard

The view of Performance Goals presented here is more comprehensive, but less used by major corporations than the Balanced Scorecard derived by Kaplan and Norton and published in the Harvard Business Review, Jan / Feb '96: “Using the Balanced Scorecard as a Strategic Management System.”

The Balanced Scorecard corresponds roughly to the view presented here that emphasizes knowledge as a strategic asset (see section 10.2.2).



6.3.4.3 Identifying implicit metrics

The appropriate metrics may be revealed during the interviews as ways of measuring goal-related operational issues. Problem definitions and areas of pain will point to critical issues for the operation.

Listen for issues that could have fatal implications for the business. Interviews with an Audit function may reveal process non-conformance or processes out of control leading to additional (rework) costs for a business.

6.3.4.4 Metrics which are difficult to quantify

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Metrics may be based on qualitative processes, and may use opinion or subjective measures derived from surveys, feedback forms and interviews. Features such as 'usability' may require a combination of qualitative ease-of-use feedback with quantitative response-time.

Sometimes the most important metrics seem difficult to measure as quantifiable costs and benefits – for example:

- Easiness to perform in a process: how easy is it to learn performing a certain process(-step)
- Flexibility of a process: how much effort is needed to adapt the process to changing needs
- Practicality of a process: how much improvisation is needed “around” the process.
- The solution improves morale among Client staff and reduces retention and training costs
- Stock market analysts are impressed by the Client’s implementation of the solution
- The Client’s chief executive sees the solution as a key element in their successful bid for a new government project
- The timely implementation of the solution demonstrates effective management of the organization’s email archives to the stock exchange regulator, or avoids its main refinery being closed down by a government environmental inspection because the Client can demonstrate the completeness of its plant process, maintenance and waste handling records.



It is possible to assign financial values to these benefits, but the calculations may involve estimates of risk (impact and probability). This is more usually the area of expertise of insurers, who base their quotations for insurance premiums on an industry track record of loss due to a particular cause. Make sure that you obtain the Client’s buy-in to such estimates of risk.

6.3.4.5 Examples of metrics

Measurements of process capacity may demonstrate that a process is approaching or has reached its peak capacity, and that the investment proposed in the assessment is required to enable expansion or growth.

Metrics may not always be related to cost saving, but may require some estimate of value added to the business. Content Management based proposals may be seen as investments enabling actions or opportunities to be taken that were not possible before. The financial value of CM is still being defined, and may require links with Human Resources and training metrics for evaluation.

Review the CTQ tree developed earlier.

Examples of metrics are shown in the CMA Business Case methodology workbook. Here are some metric dimensions related to *Service Processes* (from Davenport 1993):


- tangibles: appearance of personnel, facilities, and so forth
- reliability: performing the service in a dependable manner
- responsiveness: providing timely and helpful service
- competence: having the necessary skills and expertise
- courtesy: the manner in which customers are treated.

Here are some metric dimensions related to a *Management Consulting Firm* (source Sveiby 1998); <http://www.sveiby.com/articles/MgmntConsultMonitor.htm>):

Phase 2

Indicators for	Customers & Partners (External Structure)	Communities & Implementation Dimensions (Internal Structure)	Employees (Individual Competence)
Growth	<ul style="list-style-type: none"> • Fee Growth • Fee share from image enhancing Clients • % time on maintaining existing Clients. 	<ul style="list-style-type: none"> • Big job ratio % • Fee share from organization enhancing Clients. 	<ul style="list-style-type: none"> • Average grade • Competence enhancing Clients • Share of post-graduates among employees.
Renewal	<ul style="list-style-type: none"> • Fees from new Clients as % of fees • % time on developing new Clients. 	<ul style="list-style-type: none"> • Share of fees from new concepts /lines • % time on R&D. 	<ul style="list-style-type: none"> • % time on training courses • Training time/total fees.
Efficiency	<ul style="list-style-type: none"> • Win/loss tender index • Satisfaction index for existing Clients • % time on proposals • Average size of jobs. 	<ul style="list-style-type: none"> • Fees per admin/support staff • Admin/support staff utilization % • Satisfaction index admin/support staff. 	<ul style="list-style-type: none"> • Capacity utilization • Deficiency rate • Satisfaction index consultants • Valued added per consultant.
Stability / Risk	<ul style="list-style-type: none"> • Share of fees from 25% most satisfied Clients • Share of fees from 25% least satisfied Clients. 	<ul style="list-style-type: none"> • Admin/support staff turnover • Median age admin/support staff • Rookie ratio. 	<ul style="list-style-type: none"> • Seniority consultants • Consultants' turnover • Median age consultants.

6.3.5 Reality checks when identifying metrics

- 
- Metrics must be discussed and validated during workshops and interviews. For established metrics sample reports containing historic data should be requested. Frequently the metrics by which managers and staff believe their performance is measured may be different from those stated formally.
 - Metrics should be established that will be relevant for the lifecycle of the solution(s). As business models change fast, benchmarks change accordingly. You cannot assume that past conditions will continue unchanged. Review your use of historical data - is it relevant for this assessment?
 - Metrics may be used in an iterative way to actually pinpoint the problem location or occurrence. The actual scale or location of a problem may not be known at the outset.
 - Metrics might not be obvious and easily understood by the consultant nor might they be directly influenced by the management of content in the process. Do not choose a metric just because it is easy to understand and apply from your point of view
 - Metrics may be used in an iterative way to actually pinpoint the problem location or occurrence. The actual scale or location of a problem may not be known at the outset.
 - How will the use of metrics drive changes in the behavior of Client managers and staff, and will such changes invalidate the selection of the metrics? For example, the knowledge worker equivalent of paying by piece of work completed on the production line.

Phase 2**6.3.6 Measurements**

Measuring the impact of the solution(s) may:

- Help revise and refocus the problem definition
- Use existing Client metrics – for example Key Performance Indicators, and associated Critical Success Levels
- Require new metrics
- Require new systems to collect, store and process new measurements for new or existing procedures
- Be used as part of Cost Benefit Analysis
- Rely on metrics likely to be provided as standard by the solution defined
- Be supported or provided by Content Management and/or Workflow systems records
- Use examples from a Critical To Quality (CTQ) tree, as shown in section 10.2.2. CTQ factors are the attributes most important to the Client and its customers.

6.3.7 Critical Measurement Dimensions

In terms of the cost, productivity and quality of the output of a performance system, what is important to the customer? See also concrete usage examples of the critical measurement dimensions in the CTQ tree (see Rummler&Brache 1993).

Cost

1. *Labor*: Direct labor cost
2. *Material*: Any material cost limits such supplies, equipment, rent, energy, scrap, etc.
3. *Management*: Indirect labor cost limits (i.e., burden, overhead, supervisory time, legal fees, etc.).

Productivity (Quantity and Time)

1. *Rate*: Quantity per unit of time
2. *Timeliness*: Having a critical time period or deadline
3. *Volume*: Quantity of output, when time is not a major factor.

Quality of Work Results

1. *Accuracy (Precision & Correctness)*: Freedom from error of omission or commission when delivered
2. *Reliability & Robustness*: Freedom from error and weaknesses during use
3. *Usability*: Easy to use and handle.

Phase 2**6.4 Responsibilities**

R – responsible for producing task output I - input required for development of task output	XGS Lead Consultant	XGS Consultant	Client project manager	Client Sponsor
Identify and agree metrics for the goal	R	R	R	
Determine methods of data collection	R	R	I	
Validate measurement system	R	R	R	I
Depict best practice metrics	R	R	I	
Update the draft report	I	R	I	

6.5 Templates and Tools

These are listed in the 'Form' column of each task table. You may also consider using

- Metrics Checklist in appendix 10.1.3
- KM Metrics Guide - tips and hints for developing knowledge metrics – see section 2.7.

6.6 Tasks

The tasks are to:

6.6.1 Review Goals

6.6.2 Identify and agree metrics for the goal(s) – which metrics have already been identified?

6.6.3 Determine methods of data collection – how are they (or could they) be collected?


6.6.4 Validate measurement system – are these metrics correct and sufficient?

6.6.5 Depict best practice metrics – what is done elsewhere?

6.6.6 Update the draft the report

Phase 2

6.6.1 Review goals

Title	Subjects	Form
Validate goals	<ul style="list-style-type: none"> ➤ Is the strategic vision for this assessment consistent with the organization's goals? • Is the objective of the assessment to support these goals? • Which goals must the assessment support? • Are they limited to financial goals, or are there other goals related to market share, customers and staff? Distinguish between goals and constraints; an example of a constraint could be to conform to legislation and codes of practice. 	GMP REP 3 REP 4.8
Where are goals published?	<ul style="list-style-type: none"> • Is there a statement of goals and metrics such as a balanced scorecard, the employee performance evaluation and targeting, the corporate strategy, the performance reporting of business process owners or other documents, which might contain goals about solution measurements and targets? • Are there Service Level Agreements with internal or external service providers which contain goals and metrics? 	
Specific goals for sponsor?	To what extent has any corporate statement of goals been cascaded down to the department or Business Units and budget controlled or influenced by the Client sponsor?	
How are goals defined?	Is there a regular process to define new strategic, normative, and operational goals? How frequently does this happen? Are knowledge-related goals included in that process? Can they be integrated? Are operational goals defined as "gap closing actions" based on an analysis of gaps between the current state and the desired state (goals)?	
Targets set?	Have measurement targets been set for the goals?	
Goals for this assessment	Have specific goals been set for the Business Units for which this assessment is being developed? Is assessment vision consistent with these Business Unit goals?	
Measurement System	Is a measurement system already in place? If yes, does the system focus on the real process goals or does it ignore (or even pervert them)? What reward system is connected to the goals and measurements? Is there a feedback system telling the job performer if they achieve the goals? If a proper measurement system is in place, do the performers have the physical, mental and emotional capacity to achieve the job goals?	
 Measure like you mean it	Carefully screen for the following deficiencies of the current measurement system: Are measurements collected, but not used afterwards? Have measurements been selected because they are easy to measure, whether or not they matter? Are measurements lagging and out of date by the time they are received by the managers? Is the purpose and meaning of a measurement really understood? Do managers really see measurements as part of the business or as an appendage to it (see Hammer 2001, Chapter 6)?	

Phase 2

Title	Subjects	Form
CTQs	Review the CTQ tree if available from other assessments	CTQ
Expectations	Is the new or improved business operation for this engagement expected to achieve or contribute towards specific measurement targets – for example, improve customer satisfaction by 10 %?	GMP REP 4.8
Confidentiality	Are there implicit, unstated or confidential measurement targets for this Business Unit or for other Business Units which the assessment must support – for example, to reduce the headcount by 15% or to outsource the operation?	
No explicit goals	<p>You may find that there is no explicit strategy for the organization, no up to date goals with associated metrics and measurement targets, no formal performance management process, and that the Strategy is being pursued by the Client sponsor for reasons which appear to you to be unquantifiable or vague.</p> <p>In this case you should</p> <ol style="list-style-type: none"> 1. Respect the fact that the Client sponsor probably knows much more about managing change within the organization than you do 2. Agree the goals which assessment must support, their metrics and measurement targets explicitly with the Client sponsor and the Client project manager. The goals and metrics should be defined in terms which are commonly understood by the Client. They may be partly or entirely qualitative rather than quantitative – for example ‘to remain competitive by implementing content management for our call centre’ 3. Check that these goals are consistent with the assessment vision 4. Continue to be alert for additional information relating to the reason for pursuing this solution <p>Consider the opportunity for offering the Client Xerox Global Services consultancy assistance to improve their strategic change deployment and performance management process using Xerox’s own expertise.</p>	

Phase 2

6.6.2 Identify and agree metrics for the goal(s)

This task is likely to be an ongoing one, as more is learnt about the targets, operations and solutions.

Title	Subjects	Form
Identify metrics	From interviews, workshops, surveys and other investigations, identify most significant outputs of the organization, process, or job required for current and desired processes – review and update CTQ tree	CTQ
Relate metrics to vision	Analyze the vision statements to date. Work with the Client project manager to identify the relevant organizational and Business Unit goals which the vision should support, and the actions necessary to measure achievement of these goals	GMP REP 4.2
Develop measures for each intangible asset / indicator combination	For each combination of an intangible asset (e.g., “external/internal structure”) and indicator (e.g., “growth”) one or more metrics should answer this question: “Which (external structure) metrics will show us the degree to which customers or partners contribute to the growth of our business?” “Which (internal structure) metrics will show us the degree to which processes or (social) relationships contribute to growth of our business?”	GMP REP 4.8
Identify critical dimensions	Identify the “critical dimensions” of performance for each of these outputs. Critical dimensions should be derived from the needs of the internal and external customers who receive the outputs and from the financial needs of the business.	
Develop measures for each critical dimension	For example if “ease of use” has been identified as a critical dimension of quality for a given output, one or more measures should answer this question: “What indicators will tell us if our customer find our product or service (output) easy to use?”	
Check scope	Ensure that this identification of goals and metrics is still within scope – see the Project Charter. Beware broadening the scope of this project to cover much wider performance management issues. If necessary discuss this with the Client project manager and sponsor – is there a requirement for a parallel wider study by Xerox Global Services?	
Refine metrics	Classify the metrics required as <ul style="list-style-type: none"> • Already available • Not available, but can be provided within a suitable timescale to support the implementation of this solution, using available Client resources • Not available and cannot be provided within a suitable timescale If the necessary metrics will not be available, what substitutes can be used? Refine the metrics and agree them with the Client project manager	

Phase 2

6.6.3 Determine methods of data collection

This task can potentially require a significant amount of investigation. You may find that existing measurements are made in an uncoordinated way to meet different management reporting objectives.



It's preferable to start off with a few measurements which are agreed by the Client to be very important, and then refine or expand them later.

In this activity, the team prioritizes which problems will be addressed and how to measure them. Based on the Critical to Quality Tree, the team formulates a plan for collecting meaningful data. Creation of collection methods (observation, electronic capture, interviews, etc.) is determined after priorities are set.

To collect data on problems and bottlenecks and determine and clarify what to measure, FMEA (Failure Mode and Effects Analysis) is used to:

- Identify the potential failure modes
- Identify the potential effect of each failure and rate its severity
- Identify the causes and likelihood of occurrence
- Rate the ability to detect each failure mode
- Determine the Risk Priority Number (RPN) by multiplying these numbers together
- Identify ways (and analytical methods) to reduce or eliminate risk associated with high RPNs

The table below illustrates an FMEA for knowledge and documents.

Potential Failure Mode	Severity of failure	Occurrence of failure	Detection of failure
Incorrect	10] Stop operations	10] More than 1 per hour	10] Defect is not detectable
Incomplete	9] Be Illegal	9] More than 2 per day	9] Occasional objects validated
Incomprehensible	8] Be unfit for use	8] More than 1 per day	8] Objects systematically validated
Incoherent	7] Extreme cust. dissatisfaction	7] More than 2 per week	7] All objects validated
Untimely	6] Result in partial malfunction	6] More than 1 per week	6] Validated and formally analyzed
Unavailable to reuse	5] Cause major perf. loss	5] More than 1 per mo.	5] Process is monitored & validated
Uncategorized for search	4] Cause minor perf. loss	4] Once per quarter	4] Immediate reaction to task overruns
Limited availability	3] Cause minor nuisance	3] Once per 2 quarters	3] 100% validations of objects & process
Limited comprehensibility	2] Be unnoticed; minor effect	2] Once per year	2] All objects automatically analyzed
Not reused	1] Be unnoticed; no effect	1] Once per 3 years	1] Defect obvious & kept from customer
RPN = Severity x Occurrence x Detection; after recommended action, re-compute RPN			

Once the priorities are established, the team develops a sampling strategy and the detailed means for capturing data. A good first step here is to prepare “dummy” charts and tables that will be used to analyze the data once it is captured. This “backward planning” technique reduces the risk of expending a great deal of resources, only to learn during analysis that you didn’t capture the right metrics.

The data collection methods must be robust so that the Client staff trust them. Inconsistent and over-complex measurement methods may quickly undermine confidence. The ideal metrics are already collected because they are important to operational targets.

Phase 2

Title	Subjects	Form
Review existing measurements	Which measurements of existing processes are already being made? Are they available in the required timescale, format and frequency? What changes will be necessary to the way measurements are made?	GMP Metrics
Identify new measurements	What new measurements are required? How will they be implemented, and by whom? These may require separate projects to develop them as part of the Content Management Program	
Review measurement presentation	Determine how the measurements are to be made and presented, including charts	CTQ REP 4.8
Failures	Consider potential failures of measurement systems	REP 5.5.3
Solutions	Identify candidate measurement solutions and timescales	RR
Risks	Review measurement risks	
Validate	Validate conclusions with Client project manager	

6.6.4 Validate measurement system

This task identifies

- How well the metrics measure existing performance
- Where the main areas are for future improvements in metrics.

Title	Subjects	Form
Examples	Obtain examples of existing measurements sufficient to baseline the current performance in relevant areas	GMP REP 5.5.3
Completeness	Will the agreed metrics measure all of the relevant improvements?	
Coverage	Will the implementation of the solution(s) lead to changes for which metrics have not been agreed?	
Relevance	Are all the metrics related to relevant goals?	

Phase 2

6.6.5 Depict best practice metrics

One of the reasons Clients select Xerox Global Services is because we have more experience of this area than they do. So what in our experience *should* they be using as metrics?

Title	Subjects	Form
Identify benchmark	Identify the nature of benchmark required by the Client Identify benchmark levels in other relevant organizations	GMP Metrics REP 5.5.3
Develop goals, or benchmarks for each measure	A goal is a specific level of performance expectation. For example, if a measure for stability of external structure is “share fees from 25% most satisfied Clients”, a goal may be “increase share of fees from 25% most satisfied Clients to 35%”. As continuous improvement efforts bear fruit, goals should become more ambitious	
Other CMA services	What relevant metrics are there from our experience of delivering this and other CMA services?	
Measurement solutions	Identify actions required to move measurement from current to best practice	
Transition to best practice	Identify the timescale for introducing best practice metrics. If the best practice metrics will not be available in time, what substitutes can be used?	

6.6.6 Update the draft report

Use the results from this Phase to update the GMP and report draft.

6.7 Output

The output from this Phase is a Measurement Plan made up of one GMP for each goal, agreed with the Client project manager and the Client sponsor.

6.8 Deliverables

The deliverable is the report from Phase 1 updated to include goals and measures which specify:

- How the vision relates to the goals
- Metrics identified, analyzed and related to goals
- A data collection plan with risks
- A baseline of current state performance.

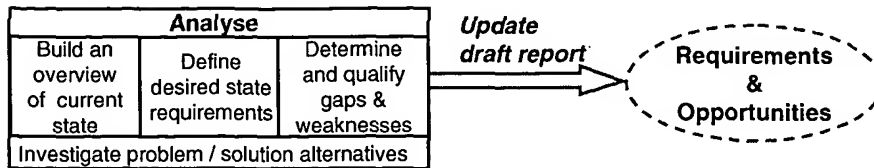
6.9 Quality Checks

- Does the selection of metrics adequately support the objectives of implementing the program, or are the metrics in danger of becoming an industry in their own right?
- Are there too many measures? As a rule of thumb there should be usually less than 10 measures per indicator / intangible asset combination.
- Are the metrics likely to be sufficient to determine whether the expectations of the Client project manager and the Client sponsor will be met by the solution(s)?
- Is there provision for ongoing improvement in metrics, or does the success of the cost justification depend on implementing a large new set of complex metrics at once?
- Is there a correspondence between the metrics available to measure the current state and those proposed for the desired state?
- Is the risk management plan still valid and sufficient to manage the risks related to metrics?

Phase 3

Phase 3 - Analyze the Business

7. Phase 3 - Analyze



7.1 Purpose

The purpose of this Phase is to produce a more detailed description of requirements, building on the deliverables from Phases 1 and 2, and to identify opportunities (possible solutions and implementation approaches).

This Phase 3 typically validates the high level information gathered from managers in Phases 1 and 2 by investigating processes, systems and documents in more detail with key staff in each business area.

7.2 Inputs

Inputs for this Phase include:

- Information from previous Phases
- Information gathered during Phase 3 from interviews, workshops and observations on the current state operations, knowledge and documents, core processes, skills and behaviors, security requirements, system interactions, ideas about the desired state and opportunities to achieve it.

7.3 Considerations

7.3.1 Configuration of the Analyze Phase

The selection of the appropriate elements for the Analysis will depend on the context of the Business Case.



Select **only** the elements that will add value to the Business Case. For example, Process Mapping may not always be required. If it is, focus descriptions on key or pilot areas, and only to a depth necessary to present the current and potential environment.

You should consider whether to use elements of the CMA Requirements Analysis and Specification for Solution Development workbook, depending on the depth of analysis required.

Phase 3

7.3.2 Investigate knowledge flow and communications

Don't forget to identify and where necessary investigate the 'softer' aspects of communication and knowledge flow. Relate the knowledge flow to the five Knowledge Environment Dimensions (see section 1.5) of Culture, Content, Process, Architecture and Infrastructure. This investigation is supported by the CMA Knowledge and Work Practice Assessment workbook:

- How does critical knowledge flow through the organization, or not?
- Who are the key players?
- Are they knowledge stewards or knowledge gatekeepers?
- Is the main focus of the Business Case/Project Document Management, Content Management or Knowledge Management?

Consider physical aspects affecting communications:

- Office locations
- Storage within offices
- Communications between office locations
- Informal communication as an aspect of work practice - where is the watercooler?
- How did the office layouts develop?

See also the Socio-Technical and Work Practice Observation approach described in section 1.6.

7.3.3 Behavior assessment guidelines

Behavioral aspects of the Client's culture or management style may have an impact on the proposed solution and so be relevant to the Business Case. Be aware that comments on these aspects may not be appropriate for inclusion in the Business Case. However, if behavioral factors are likely to be significant risks to the solution then they should initially be raised as risk management issues.

They may also represent an opportunity for a separate consultancy study. Their inclusion in the Business Case report will be at the discretion of Xerox Global Services staff responsible for the account and the Client sponsor.

Behavioral aspects to consider may include:

- What are the characteristics that are valued within the organization - entrepreneurial, diplomatic, organized, reliable and so on
- How are decisions made? Top-down, are managers empowered, do senior management delegate decision making?
- How do processes change? Is there a routine 6 sigma type approach or does crisis and customer concern drive change?
- Observe charts displayed on office walls - what is being monitored is the focus of management attention.
- If possible, note the tone and style of emails - the intimate communication medium - how do they talk to each other?
- Political mapping - try and classify the Client personnel involved in terms of

Phase 3

- Roles: User/Evaluators/Decision Makers/Approvers
- Adaptability to change: Innovators/Visionaries/Pragmatists/Conservatives/Laggards
- Their Rank-Influence type: Inner Circle/Political/Watcher/Wonderer.

7.3.4 Performance management reporting and procedures

Consider the Client's use of performance management reporting and procedures. The following aspects may be relevant to the Business Case:

- Balanced Scorecard/PEP
- Weekly/monthly/periodic statements
- Awareness and impact of the Customer in the organization
- (Document) policy deployment.

7.3.5 Implementation options

When you identify opportunities for achieving the desired state, consider that it may be possible to implement some solutions in different ways. For example, a software application requirement may be met by one or more of these options:

- Redefine business processes to achieve the desired result without making an IT investment
- Outsource business processes or IT services
- Re-use or adapt an application developed by another business unit or department
- Re-engineer the existing system to provide the functionality required
- Acquire a commercial off-the-shelf (COTS) product
- Custom build a new application.

7.4 Responsibilities

R – responsible for producing task output I - input required for development of task output	Xerox Global Services Lead Consultant	Xerox Global Services Consultant	Client Project Manager	Client Sponsor
Build an overview of the current state	R	R		
Define desired state vision and requirements	R	R	I	
Determine and qualify gaps and weaknesses	R	R	I	
Investigate problem / solution alternatives and extensions	R	R	I	
Update the draft report	R	R	I	

Phase 3

7.5 Templates and Tools

The templates used in this Phase are listed in the Forms columns of the task tables.

7.6 Tasks

The tasks are to:

7.6.1 Build an overview of the current state 7.6.1.1 Gather information 7.6.1.2 Classify knowledge, content and documents 7.6.1.3 Describe relevant core processes 7.6.1.4 Define and describe skills and behaviors 7.6.1.5 Security model 7.6.1.6 Show system interactions	<ul style="list-style-type: none"> • Building on information from Phases 1 and 2 • Document, Knowledge & Content Classification • Behaviors and Skills
7.6.2 Define desired state vision and requirements – a formal statement based on work so far	<ul style="list-style-type: none"> • Requirements • Metrics / Strategy
7.6.3 Determine and qualify gaps & weaknesses 7.6.3.1 Analyze measurements and processes 7.6.3.2 Analyze root causes 7.6.3.3 Quantify the gap and opportunities	<ul style="list-style-type: none"> • Gap costs • Enablers/inhibitors • Quick Wins
7.6.4 Investigate problem / solution alternatives and extensions 7.6.4.1 Identify solutions & implementation options processes 7.6.4.4 Select higher priority options	<ul style="list-style-type: none"> • Solution Alternatives • Root causes, gaps and vision characteristics • Priority list of Implementation options
7.6.5 Update the draft report	

Phase 3

7.6.1 Build an overview of the current state**7.6.1.1 Gather information**

This task will build on and extend information gathered in previous Phases:

Title	Subjects	Form
Review results so far and variations	Review results of Phases 1 and 2, and compare with the scope agreed at the start of this project (see section 3.1) Identify variations between the scope agreed at the start and the current expectations. How are you managing any resulting risks?	All REP 4.7 RR
Identify knowledge gaps	Identify key areas which require further analysis: identify staff who can help in the analysis and supply information, and processes, systems and documents to be investigated. Schedule meetings, workshops and inspections	ISL
Gather information	Gather information using meetings, workshops, inspections, surveys as appropriate, with more or less detailed templates depending on the scope and depth required in this assessment Update the list of user issues, building on issues identified in Phases 1 and 2, especially day to day constraints on effective operations	IC WOW PAC DPS AM PM PMS UML IAM
Analyze findings	Investigate issues, processes, systems and documents. Discuss possible solutions for improvement, implementation methods, risks and constraints Identify war stories which illustrate important issues, especially cultural factors and work practices Identify the crises and formative moments which lead to corrective actions being taken. Generate and maintain a list of what are the 'strong points' of the organization, what it believes it is good at.	REP 4.2 - 4.5 REP 5.3

**7.6.1.2 Classify knowledge, content and documents**

Classify knowledge and documents according to emphasis on Document, Content and Knowledge Management:

Title	Subjects	Form
Define documents	For key documents, produce Document Definitions – Creation, Update, Storage, Usage, Security and so on	DDF
Define document usage	Identify document milestones – when a document is 'published' and available for use by other actors and processes. Remember that this may be expanded in the CMA Analysis and Requirements for Solution Definition workbook.	PM PMS UML e.g., KNM MI MR KIPM etc
Define knowledge	Where relevant and available, use Knowledge and Work Practice Assessment tools to describe Knowledge Objects, Communities, Knowledge Sources and so on.	

Phase 3

7.6.1.3 Describe relevant core processes

Title	Subjects	Form
Organization	Review organization charts to a level of detail appropriate to this Case, including staffing levels and locations	REP 4.3
Process metrics	Identify Key Performance Indicators and Critical Success Factors Review process performance metrics from Phase 2	GMP REP 4.8
Develop process map(s)	Review with the Client and if necessary develop high-level process maps or flow charts of the standard operating procedures. These may already exist from standard operating procedures, manuals, quality documentation, or previous consultancy activity. During the interviews be alert to deviations between the actual process, and the documented process It may help to show 'swimlanes' on the flow charts, that is key processes progressing across company functional areas - for example where documents flow through several departments during a process. An example may be invoices being routed through Purchasing, Goods-In, and Accounts Payable.	PM PMS UML

7.6.1.4 Define and describe skills and behaviors

Build on and extend information gathered in Phase 1:

Title	Subjects	Form
Work practice and culture	Identify work practice and cultural aspects of processes as they happen in practice, as well as in theory. If time is available, study processes in action as well as interviewing staff about them	REP 4.4
Skills required	Identify with Client staff typical skill sets required to operate the processes. How have processes, documents and systems evolved to address skills issues? How would the implementation of a solution change the skill sets required? What are the risks arising from this?	REP 4.4

Refer to the CMA Knowledge and Work Practice Assessment workbook Phase 3 (section 7.6.2.1, Define Skills and Behaviors).

7.6.1.5 Security model

If relevant, note data protection, privacy, security, retention, or industrial standards that the operation has to conform to in its processes in report section 5.2.

Particular industries (for example pharmaceutical, military, some finance) require strict confidentiality and security for data, documentation, company and personal records.

Phase 3

7.6.1.6 Show system interactions

Build on and extend information gathered in Phase 1 and generate diagrams to summarize:

Title	Subjects	Form
Applications map	IT and document production applications map showing relationships between IT applications and business processes	AM PM PMS UML
Architecture map	IT and document production architecture maps showing relationships between IT infrastructure, platforms and applications	
Data stores	Data stores in applications	
Data flow	Critical data and document flow in applications	
Interfaces	Interfaces – particularly where data may be transcribed from one application to another	
Email use	Use of email as a business application for example for routing documents and critical information such as approval, comment, or opinions.	

7.6.2 Define desired state vision and requirements

Build on information gathered in Phase 1:

Title	Subjects	Form
Key requirements & metrics	Review and/or restate key issues and functions required by the Client, with appropriate metrics	REP 5.1.2
Strategy	Review and/or restate Client strategy	
Requirements, characteristics & the desired state	<p>Define detailed requirements (needs) and list desirable capabilities (wish list) – consolidate the expectations and perceptions of the desired state, and examples of its operation, from the draft report and build the Vision Statement Table and list of Key Positions by Knowledge Dimension as appropriate.</p> <p>Specify operational characteristics in the VST- how does the Client want the new solution(s) to work? Envision how it will actually work in practice, if necessary with specific 'story' examples in the VST.</p> <p>Identify robustness characteristics – what are the failure scenarios which the new solution(s) must manage?</p> <p>Sketch a high level model of the desired state, including processes and documents</p>	VST KDKP AM PMS PM
Risks	Summarize risks and constraints already identified, expanding the list of Client-perceived risks from Phase 1	RR
Review with Client	Review the vision and model with the Business Case team and Client project manager	All

Phase 3

7.6.3 Determine and qualify gaps & weaknesses**7.6.3.1 Analyze measurements and processes**

Title	Subjects	Form
Review gaps and Client quotes	Review the gaps identified between current and desired state performance. Use Client quotes from interviews and workshops to highlight issues and problem areas	REP 4.2 4.8 GWA
Enablers and inhibitors	What is working well (enablers) and what is preventing achievement of the required performance (inhibitors)?	REP 4.9

7.6.3.2 Analyze root causes

Title	Subjects	Form
Identify Root Causes	Review the problem definitions – see checklist in section 10.1.2. For each problem definition, what are the key (top 3) root causes which contribute to the problem? Drive the root causes down from the organization (internal or external) to the department to individuals. Map the contributing factors using a Root Cause Analysis ‘fishbone diagram’	REP 4 RCA
Map actions to causes	If necessary, map the relationships between root causes of gaps and the actions which can be taken to reduce the gaps. This can be useful when consolidating various causes into unique root causes and identifying actions which will have the greatest effect	CAD
Prioritize causes	Prioritize ‘vital few’ root causes	REP 4.9

7.6.3.3 Quantifying the gap and opportunities

Title	Subjects	Form
Metrics support for goals	How well are the goals supported by metrics?	GMP REP 4.8
Gap costs	Review the costs of performance gaps, and benefits from closing them, identified in previous Phases. What are the ‘ballpark’ rough estimates of cost savings and revenue improvement?	REP 5.5.3 5.6
Quick wins	Are there any ‘low hanging fruit’ - quick wins to demonstrate early success and build confidence in proposed solutions?	REP 5.5.1

Phase 3

7.6.4 Investigate problem / solution alternatives and extensions

This task can be carried out in three stages:

1. Identify solutions and implementation options
2. *Compare the options with the root causes, gaps and vision characteristics*
3. Select the higher priority options and map the option characteristics against the vision characteristics.

The following sections detail these stages.

7.6.4.1 Identify solutions and implementation options

An opportunity is a combination of a solution and an implementation approach. The same solution may address gaps in different ways, depending on how it is implemented – for example using a pilot or ‘big bang’ implementation, or using in-house or outsourced operation.

Title	Subjects	Form
Identify solutions and characteristics	Identify solutions, starting with the solutions recorded in Phase 1, and adding other solutions identified by the team. Identify implementation options for each solution. Add characteristics and any assumptions. Focus on the effects of the solutions rather than their technical architecture.	SOC REP 5.5.1 AR
Assumptions	Review assumptions about the state of technology, environmental conditions, or organizational constraints within which you expect the solution to operate. Note that a solution may be a combination of technical and organizational changes. For example, the implementation of information policies may be a common element in all solutions considered	AR
Skills and behaviors	Identify key skill changes and characterize behavior contradictions	REP 4.4
Goals and metrics	Identify any key goal and metrics issues. How well does this option support the goals and metrics identified in section 6.6?	GMP REP 4.8
Impact of change	Summarize the impact of change (high, medium or low) for each of the five knowledge dimensions: people (culture, working practices and skills), processes, architecture, infrastructure, and content (knowledge, documents and other content). Use this to update the Business Case report section on Implementation Approach	REP 5.2 5.3 5.4 8.1
Risks and constraints	Summarize key risks and constraints and update the Business Case report section on Risk Management.	RR REP 5.8

Phase 3

7.6.4.2 Select higher priority options

Title	Subjects	Form
Compare option support for actions	Identify which option characteristics (SOC) will implement the actions required to address root causes (CAD)	SOC CAD
Prioritize options	Prioritize the options based on how well they support the actions	SOC
Select options	Select the higher priority options – discard those which do not address ‘vital few’ root causes	SOC
Map options against vision	Map the option characteristics against the vision characteristics. Build the VOT by transferring the vision characteristics from the VST to the VOT, and then adding a column for each of the higher priority options from the SOC showing how the option characteristics support the vision characteristics	VST SOC VOT

7.6.5 Update the Draft Report

Use the results from this Phase to update the report.

7.7 Output

All staff involved agree with the definition of the current state and with the vision and characteristics of the desired state.

7.8 Deliverable

The deliverable is the draft Business Case report from Phase 2 updated to include definitions of the

- Current state
- Desired state
- Options (solutions and implementation approaches) for moving from the current to desired state.

These definitions must be sufficient to support the next Phase – sizing and estimating for the development, implementation and operation of the preferred solution.

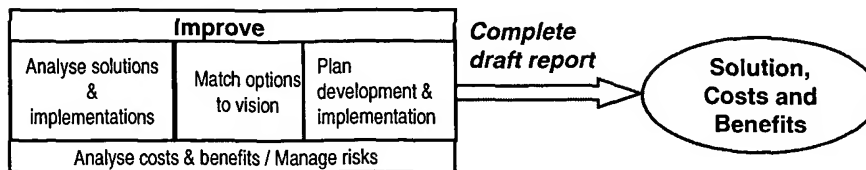
7.9 Quality Checks

- Are the expectations of the Client managers and staff significantly different from the solution(s) envisaged when the Business Case development started? If so, then the Client project manager and the Xerox Global Services lead consultant should discuss this with the Client sponsor and take Change Management action accordingly
- Is the risk management plan still valid and sufficient to manage the current set of risks?
- Is the project still likely to meet or exceed the Client’s expectations?

Phase 4

Phase 4 - Improve

8. Phase 4 - Improve



8.1 Purpose

The purpose of this Phase is to analyze and compare options, describe how they will support the vision of the desired state, select a preferred solution and implementation approach, estimate its costs and benefits, and identify the main risks and how to manage them.

8.2 Inputs

Inputs for this Phase include:

- Material from previous Phases
- Information gathered in the Phase on
 - Client technical policies and environment
 - Client standards for cost/benefit analysis
 - Client cost elements – for example, Client staff time costs and IT charges.
 - Xerox Global Services and other solution cost elements
- Expert input on solution architecture, and on planning for development, implementation and operation.

8.3 Considerations

This Phase is where the preferred solution and implementation approach are selected and described in sufficient detail to be able to estimate

- The investment costs
- The benefits in terms of support for the organization's goals, as measured by the metrics in the *Measurement Plan* developed in Phase 2 – typically related to revenue and savings.



This means that Xerox Global Services and Client experience of sizing, building, implementing and operating the preferred solution is required as input to this Phase. You will therefore need input from

- A Xerox Global Services technical architect who can outline the technical configuration of the solution, supported by a Client technical architect where necessary – their input may be required to provide details of the Client's technical policies and environment
- A Xerox Global Services project manager who can estimate the resources required to build, implement and operate the solution, including outsourcing and managed services
- Client IT and operational staff who can supply Client-specific costs and other information necessary to define costs and benefits, via the Client project manager.

Phase 4**8.4 Responsibilities**

R – responsible for producing task output I – input required for development of task output	Xerox Global Services Lead Consultant	Xerox Global Services Consultant & Project Manager	Xerox Global Services and Client Technical Architects	Client project manager	Client Sponsor
Develop solutions and implementation approaches	R	R	I	I	
Match options to vision	R	R	I	I	I
Plan development and implementation	R	R	I	I	
Analyze costs and benefits	R	R	I	I	
Manage risk	R	R	I	I	
Complete the draft report	R	R			

8.5 Templates and Tools

The templates used in this Phase are listed in the Forms columns of the task tables.

See section 10.2.3 for an introduction to cost/benefit analysis.

Phase 4

8.6 Tasks

These tasks develop the deliverables from the previous Phases to assemble a high level design for a preferred solution. This Phase covers the following areas:

8.6.1 Develop solutions and implementation options	Define the solutions and implementation approaches in sufficient detail to get 'ball park' costs and benefits
8.6.1.1 Review options	
8.6.1.2 Develop implementation approaches	
8.6.1.3 Identify solution architectures	
8.6.1.4 Develop option profiles	Will these options produce the required results – help achieve the targets? How will they work operationally?
8.6.2 Match options to vision	
8.6.2.1 Show how the option will close the gaps	
8.6.2.2 Select preferred solution and implementation approach	
8.6.2.3 Describe how Client staff will use the preferred solution	The plan & resources define implementation costs
8.6.3 Plan development and implementation	
8.6.3.1 Develop schedule for solution development and implementation	
8.6.3.2 Plan development and implementation activities	
8.6.4 Analyze costs and benefits	Costs Benefits Spreadsheet Analysis
8.6.4.1 Define costs and benefits	
8.6.4.2 Scope of costs and benefits	
8.6.4.3 Calculate costs and benefits	
8.6.4.4 Document the cost/benefit analysis	Risks Risk Register Update Key Variances Risk Mitigation Plan
8.6.5 Assess risks	
8.6.5.1 Review risks	
8.6.5.2 Categorize risks	
8.6.5.3 Revise the Risk Register	
8.6.5.4 Estimate sensitivity to key variances	
8.6.6 Complete the draft report	

This Phase identifies the major costs and benefit elements so that you can select and are able to analyze the cost justification for the solution. You must also analyze the approach to implementation and operations so that you can estimate implementation and operational costs.

The identification of costs and benefits is typically iterative, with successively greater levels of detail:

- Classify options in terms of high/medium/low costs and benefits
- Select preferred option based on match to vision and cost/benefit classification
- Analyze costs and benefits to level required for Business Case justification.

Phase 4

8.6.1 Analyze options – solutions and implementation approaches

The purpose of this task is to identify the main cost elements of the options by planning their implementation and operation in sufficient detail to produce an estimate of costs and benefits.

This task requires expert input from technical architects who are able to configure and size the solutions, and who can discuss how to manage the related risks. These architects may be Xerox Global Services staff, Client staff or both.



If the Business Case recommendations depend on cost, benefit or design information supplied by Client staff, then you must define these assumptions and the responsibility for them explicitly in your report.

For example:

- The sources of cost and benefit estimates and unit rates should be noted
- Where the management and operation of the network is outside the control of Xerox and where other systems use the network, then response times for document and imaging solutions may be impacted by bandwidth factors outside the scope of this Business Case.

Phase 4

8.6.1.1 Review options

Review the options identified in Phase 3:

Title	Subjects	Form
Categorize options	Review the options identified in the Vision and Options Table. Revise the table to group them in between two and five options using ballpark cost, implementation timescale and ability to match the vision and desired state requirements as the main criteria.	VOT
Include 'do nothing' base case	Include the 'do nothing' option where the Client continues with the current state as the base case. This option describes how the relevant part of the business would perform if it did not pursue the investment proposal. It is important that the base case be realistic, because this is the case which defines the costs and benefits with which the preferred solution will be compared.	
Estimate 'do nothing' changes	It is often assumed that the current state unit costs will by implication remain constant in the future in the 'do nothing' case, but this is not necessarily the case. The costs may increase because of inefficiencies as business changes; they may decrease because of incremental initiatives to address the business issues, or (usually) a combination of both these scenarios. The bottom line is that even the 'do nothing' base case is a prediction of the future with an uncertain outcome	
Evolution versus revolution	Note that one of the options may be to implement a number of smaller incremental changes, which is not the same as the 'do nothing' case. This may concentrate on making optimum use of existing systems or on altering current procedures, and may require little or no new investment.	
Consider organizational change	Don't forget that the organization's architecture may need to change to optimize – or just to enable – the implementation. This may in any case be part of the different Client agendas. Discuss it with the Client project manager and sponsor(s). Is there a requirement for a more in-depth organizational study by Xerox?	

8.6.1.2 Develop implementation approaches

Has the team considered all the implementation options? One solution with different implementation approaches may produce options which differ considerably in their impact on the business, and so on costs and benefits. The options will also differ in their associated risks. Incremental implementation options are usually intended to reduce risk.

Examples of implementation approaches include:

- Piloting a solution in one department and then rolling it out across the organization
- Implementing the solution initially for a restricted range of functions or content, and then further developing the solution later
- Outsourcing part or all of the operation of the solution
- Using a hosted service located at a Xerox site rather than at a Client site
- Planning a 'big bang' implementation to meet a product launch or regulatory deadline.

Phase 4

At this stage you should begin to draft section 8 of the report – Implementation Approach.

8.6.1.3 Identify solution architectures

For each solution, develop architecture and application maps – in the same way that you did in Phase 3 for the current state - showing the solution architecture and the major architectural cost components, including links to other systems:

- IT hardware and purchased software
- IT infrastructure
- Customized software.



Obtain ballpark cost estimates from Xerox Global Services or Client staff as appropriate for major cost elements. Make sure that the sourcing options and supplier discounts for equipment and software are identified. Will lead times required by the schedule affect the choice of supplier and therefore the cost?

8.6.1.4 Develop option profiles

Title	Subjects	Form
Update options	Update the SOC and VOT tables to include the work to date, specifically implementation approaches and solution architectures. Don't forget the 'soft' aspects: <ul style="list-style-type: none"> • Skill, culture and work practice impacts • Change implications for organizational policy – for example on document retention, legal requirements, data protection, privacy and security • Implications of different implementation & change management approaches 	SOC VOT RR
Prioritize	Classify option ballpark costs, major benefits and key risks as high, medium or low	
Review assumptions	Review key assumptions by considering the risks if these assumptions are not valid. Assumptions may be made about the state of technology, environmental conditions, organization, work practices, culture, skills and the business outlook within which you expect the option to operate.	RR AR

Phase 4

8.6.2 Match options to vision**8.6.2.1 Show how the options will close the gaps**

Title	Subjects	Form
Check for gap closing capability	For each option, review the Vision and Options Table to compare how well the features of each option support the vision and requirements and address the issues	VOT
Check quantified gap closing ability	Review the application of the metrics identified in the GMP to the options. How will each option achieve the change in measured performance necessary to close the gaps between the current state and the desired state goals? Rate the probability for each option as high, medium or low	GMP SOC REP 3 4.8 5.5.3
Reality check	Do a reality check - review your conclusions with the Business Case team, the Client project manager and with key expert Client staff. What is missing?	SOC VOT

8.6.2.2 Select preferred solution and implementation approach

Review the Vision and Options Table and your knowledge so far with the Business Case team and the Client project manager.

Identify the preferred option based on the Client's goals for cost, implementation timescale and ability to match the vision and desired state requirements. The detailed costs are not known yet, but you will have a rough idea of high/medium/low cost options.

Exclude an option as soon as it becomes clear that other choices are definitely superior from a cost-benefit perspective. Grouping options with similar key features can help identify differences associated with cost disadvantages or benefit advantages that would persist even if subjected to more rigorous analysis.

Exclude an option if its success depends too heavily on unproved technology or it just will not work. Care should be taken not to confuse an option that will not work with an option that is merely less desirable. An option that is simply undesirable will drop out when the costs and benefits are defined.

If in doubt on cost/benefit, don't leave the option out.

8.6.2.3 Describe how Client staff will use the preferred solution

Develop examples based on brief 'story telling' scenarios about operations in the desired state which will make the option 'come alive' for Client managers, and add them to Vision Statement Table. Review these informally with the Client project manager and with key Client staff.

Does the feedback from this process change the vision of the preferred solution in operation? If so, review and revise options, costs and the implementation approach.

Phase 4

8.6.3 Plan development and implementation

The purpose of this task is to develop the plan for development and implementation of the solution in sufficient detail to be able to estimate the associated costs, and the budget periods (quarters, years) in which these are spent.

It is recommended that if necessary you consult a skilled and experienced Xerox Global Services project manager who can estimate the resources required to configure a team for the next stage, and to build, train for, implement and operate the solution.

You should specify your costing assumptions, including assumptions about the main supplier of the solution - there are three possibilities:

1. **Solution purchased from Xerox:** the Client has requested a schedule and cost based on the assumption that the Client will purchase most or all of the solution products and services from Xerox. You are in effect providing a proposal, so make sure that Xerox will be able to deliver and obtain the necessary review and authorization by your Xerox Global Services management
2. **Solution supplied by mixed external supplier/Client team:** the Client has made no specific commitment to purchase the solution from Xerox, but Xerox is willing and able to provide part or all of the solution. In your estimate you should distinguish between costs which have been estimated assuming Client supply of staff or facilities, and costs estimated assuming an external supplier. Your external supplier assumptions and costs should allow for supply by Xerox. See the previous paragraph regarding authorization by Xerox
3. **Solution excludes supply by Xerox:** in some cases Xerox may be excluded from supplying the solution, either because that was a condition of Xerox being engaged for the Business Case development or because Xerox will not supply a suitable solution.

8.6.3.1 Develop schedule for solution development and implementation

The purpose of this schedule is to illustrate the Business Case assumptions about the main development and implementation activities, and to show intermediate project management checkpoints where decisions are required on committing further funds.

For an example from a Documentum project, see section 2.6 of the example in section 10.4.4.1.

8.6.3.2 Plan development and implementation activities

The purpose of this plan is to support Business Case assumptions about the costed effort required for the main development and implementation activities.

For examples from Documentum projects, see:

1. Sections 2.9 and 2.10 of the example in section 10.4.4.1
2. Section 7 of the example in section 10.4.4.2.

8.6.3.3 Draft Report section Implementation Approach

You should now draft the Implementation Approach section of the report.

Phase 4

8.6.4 Analyze costs and benefits**8.6.4.1 Define costs and benefits**

The purpose of this task is to define costs and benefits for the major elements of the preferred solution and implementation approach (see Chapter 6 'How to do a CBA' in the CBA Guide referred to in section 10.2.3.1):

Title	Subjects	Form
Current state process costs	Collect, define and categorize current state process costs. Validate these against the findings from Phase 1	GMP REP 4.8 5.5.3 5.6
Desired state process costs	Collect, define and categorize desired state process costs. Validate these against the Measurement Plan from Phase 2.	
Incremental process costs	Calculate incremental process costs (savings or additional costs) to define gains and losses when comparing the desired state to the current state process costs.	
Investment costs	Identify and categorize investment costs.	
Benefits	Defined, estimate and categorize revenue generating benefits and cost savings, both one-off and ongoing.	CBS
Identify missing data	Identify missing or incomplete cost and benefit data. Identify consequent risks and manage them.	
Record risks and assumptions	Keep notes to document assumptions (Assumption Register), risks (Risk Register) and uncertainties, intangibles, standards, rates, forecasting parameters and so on.	AR RR CBS

Examples of cost and benefit elements are listed in section 10.1.3.



If you find it difficult to estimate a cost or benefit, then define a maximum and minimum. Whether you use the maximum, minimum or average in calculations, you should specify your choice and the reason for it in your assumptions.

Note that the largest benefits are often staff time saved as a result of improved content management – finding, using and distributing information. Make sure that these estimates are realistic – even if 5% 10 % or 20% of staff time are saved in some operations, this is unlikely to apply to all employees in all business groups which have access to the information.

Be careful that cost savings and benefits are not claimed twice, either within this Business Case or between this Business Case and other parallel change initiatives.

Remember that separate items may be required for development, training, migration and operation.

What is the distribution of costs over the development, launch and operation timescale? The Client may be sensitive to the budget period in which investments must be made.

Phase 4

8.6.4.2 Scope of costs and benefits

You should agree with the Client which costs and benefits should be considered within the scope of this Business Case. As a starting point, costs should include all costs associated with the investment and operation, no matter who pays for them. Then the business case should be based on the full cost of the option, from the next stage of the project through development and implementation, and the estimated annual cost of operation and maintenance for the period agreed with the Client.

Similarly, all benefits, both tangible and intangible, should be identified and quantified. It is important to identify conditional benefits; that is, benefits that may or may not occur depending on how the option is implemented or used.

However, the Client may have specific standards which modify the types of costs and benefits included. You should discuss this with the Client project manager.

8.6.4.3 Calculate Costs and Benefits

Build the cost/benefit analysis worksheet(s) using the standards agreed at the start of the project (see sample spreadsheet CBS and examples in section 10.4.2).

There is no single recommended spreadsheet. You should use the CBS as a basis and adapt it using elements from other examples for the case you are working on. Then send it as an example to the CMA team, to be added to the Intranet site.

Check the results, especially if the option is only marginally cost-justified, and review them with the Business Case team:

- Have the data and the formulae been entered correctly?
- Is the data correct and complete? What has been omitted?
- Are all the sources of data identified?
- Are the cost and benefit figures calculated on a consistent basis of time and scope?
- Are the largest costs and benefits reasonable, by comparison with other ways of estimating them? Are they reasonable by comparison with Xerox Global Services experience?
- Are all the relevant assumptions listed?
- For how long will this estimate of costs and benefits remain valid? What is likely to change which could invalidate it?

8.6.4.4 Document the cost/benefit analysis

The cost/benefit results should be summarized and presented as concisely as possible in the Cost/Benefit Analysis section of the Business Case report, with backup material and assumptions held where necessary as appendices. Important assumptions should be highlighted in the report

For examples from Documentum projects, see:

1. Section 2.7 of the example in section 10.4.4.1
2. Sections 4.2 and 4.3 of the example in section 10.4.4.2.

Phase 4

8.6.5 Manage risks

Managing the risks involves reviewing, categorizing and characterizing the main risks.

This does not have to be a long and detailed exercise. By now you should have a good idea of what the main risks are.



Be sure to make the risks explicit, including risks relating to budgets, 'organizational politics', technical feasibility and staff issues. What is the biggest risk, which no one likes to talk about? You may describe it tactfully, but you must not omit it.

Note that here we are examining the risks for subsequent stages of this project. The risk management plan referred to at the start of the Business Case development in Phase 0 was a plan for managing the risks while developing this Business Case.

8.6.5.1 Review risks

Review the risks identified so far in the Risk Register:

Phase 1 - Client perceptions of high-level business risks

Phase 2 - Risks related to metrics

Phase 3 - Risks identified when visioning the desired state and solutions

Phase 4 - Risks identified when developing the solution architecture, implementation approaches and cost/benefit analysis.



You should include risks associated with the base case – the 'risk of doing nothing'.

8.6.5.2 Categorize risks

Categorize the risks in terms of:

- Business change (competitive, customer service)
- Migration to the desired state (impact on systems, people, service levels)
- Technology change (hardware, connectivity, networks)
- Development approach (effect on other developments)
- Economic and regulatory impact (cost of not implementing on time).

8.6.5.3 Revise the Risk Register

The process of risk analysis includes the following steps:

1. Identify and describe the risks
2. Characterize the risks in terms of impact (cost), likelihood of occurrence, and interdependence
3. Prioritize the risks in order to determine which are the most important
4. Describe corrective actions to manage risks by:
 - Avoidance: Steps that could be taken to prevent the risk from taking place or to avoid its consequences
 - Transference: Possibilities for transferring all or part of the risk to a third party, e.g., A subcontractor

Phase 4

- **Mitigation:** How the impact could be minimized if the risk does occur
- **Acceptance:** How, and to what extent, the final impact could be absorbed if the risk does occur.

Note that this may impact an option's overall costs – for example, by requiring backup process capability.

Consider whether it is useful to define the FMEA (Failure Mode and Effects Analysis) matrix to assess risk.

8.6.5.4 Estimate sensitivity to key variances

A variance is a type of risk related to an assumption. A variance occurs when the real value of a figure involved in calculating a cost or benefit turns out to be different from the value which you have assumed in the Business Case.

In many cases variances are not significant, because they will not affect the go/no go decision. You may already have made allowance for contingency which will cover smaller variances.

However, some key figures may be critical to the viability of the Business Case, for example:

- The estimated % improvement in staff productivity
- The estimated increase in the number of staff necessary in the base case
- The prices offered by a supplier
- The timescale for implementation
- The impact on the Client's business of any delay in implementing the solution
- The impact on cost/benefit of resources (staff, investment funds, equipment, facilities) not being available
- The impact of changes in the Customer's market or regulation.



You should therefore identify the two or three key figures which are critical to the viability of the Business Case and 'what if' the cost/benefit analysis using estimates of maximum and minimum values for these figures (and most likely values if these were not used in your first analysis).

Review the results with the Business Case team and with the Client project manager:

1. Which variance most affects the cost justification?
2. How can the risks of variation be managed?
3. Should the presentation of the Business Case include, for example:
 - Best case
 - Worst case
 - Most likely case

with the reasons for the most likely values?

8.6.6 Complete the draft report

You should now complete the draft report.

Phase 4

8.7 Output

The output from this Phase is that the Business Case team and the Client project manager are agreed on the cost justification of the proposed solution.

8.8 Deliverables

The deliverable is a complete draft of the Business Case report.

8.9 Quality Checks

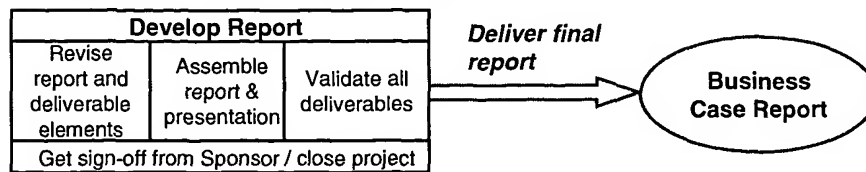
- The calculations must be correct. Has more than one person checked all the cost/benefit calculations?
- Have all the assumptions and uncertainties of the costs and benefits been identified and their management discussed?
- Have the schedule, plan, risk register and solution architecture been reviewed by an independent expert outside the core Business Case team?



- If the Client asks Xerox Global Services to develop, implement and/or operate the solution, will Xerox Global Services be able to do this profitably and also meet Client expectations, resulting in a very satisfied Client?
- Would you be confident to take responsibility for the next stage of the project?

Phase 5 - Deliver the Report

9. Phase 5 - Deliver the Report



9.1 Purpose

The purpose of this Phase is to present and validate the report and/or presentation and other deliverables with the Client, and to propose actions to take the results of the assessment forward.

9.2 Inputs

Inputs for this Phase include:

- The draft report from Phase 4
- Review comments from the assessment team, and from other Xerox Global Services experts where necessary
- Review comments from the Client project manager and the Client sponsor
- Review comments from a wider community of Client staff, if required by the Client project manager.

9.3 Considerations

It is assumed that the Xerox Global Services assessment team is skilled in preparing reports, presentations, models and other deliverables for delivery to the Client.

Do not underestimate the time and effort required to complete the deliverables, incorporate changes and obtain Client approval. If you have followed the route of updating the draft report and other deliverables and discussing conclusions with and getting sign-off from the Client project manager in previous Phases, then you may be well ahead already.



Be careful of the 'extended review process', where the Client project manager seeks buy-in to the report and deliverables from a large number of Client managers or committees. It is usually the Client's responsibility to gather, consolidate and where necessary resolve conflicting comments on the report and deliverables.

Of course you may have estimated for extended Xerox Global Services involvement in the process when you prepared the proposal for this assessment, based on previous experience with this Client.

This workbook does not cover issues and actions related to developing further work with the Client. This is covered in the Xerox Global Services Methods and Disciplines method for Opportunity Management.

Phase 5

9.4 Responsibilities

R - responsible for producing task output I - input required for development of task output	Xerox Global Services Lead Consultant	Xerox Global Services Consultant	Client project manager	Client Sponsor
Revise report and deliverable elements	R	R		
Assemble report and presentation	R	R		
Prioritize and validate report, presentation	R	R	R	
Get Sign-off from Client sponsor	R	I	I	I
Develop Proposal	R	R	R	I

9.5 Templates and Tools

See template 1 CMA Report.doc

9.6 Tasks

9.6.1 Revise report and deliverable elements

- Review the draft report from Phase 4
- What additional material is required to complete the report? For example interview notes, sections written by the Client, sample documents. Has all the material which was identified as necessary been collected? Is it available in electronic form?
- Does the report meet Xerox Global Services quality requirements?
- Will the report satisfy Client requirements?
- Identify any corrective actions necessary and determine how they can be completed within the remaining time and budget.

9.6.2 Assemble report and presentation

- Assemble the draft report for review by the Client
- If required by the Client, develop a brief presentation outlining the findings and recommendations of the report.

9.6.3 Prioritize and validate report, presentation and other deliverables

Distribute	The report is distributed to the Client Project Manager. This is usually done by e-mail but if necessary a small presentation can also be arranged.
Discuss	The contents of the report are discussed in a joint meeting with the XGS team, the Client Project Manager and main Client staff
Record	The feedback or comments coming from this joint meeting are recorded in the meeting minutes
Send	The minutes of the meeting are sent to the Client Project Manager for approval
Approve and Change	After the approval of the meeting minutes, the necessary changes can be made to the Requirements Specification report The first official version is now drawn up of the report.

Phase 5

9.6.4 Get Sign-off from Client sponsor

Distribute	The report is distributed to the Client Sponsor and other sign-off related Client staff. This is usually done by mail and/or e-mail
Schedule	Schedule a meeting and/or presentation to discuss the report
Create	If a presentation is required, the main focus should be on the project process, the business and system overview and the key requirements.
Present and Discuss	The contents of the report are presented and discussed in a joint meeting with the XGS team, the Client Sponsor and sign-off related Client staff, the Client Project Manager and any other Client staff
Record	The feedback or comments coming from this joint meeting are recorded in the minutes of the meeting
Send	The minutes of the meeting are sent to the Client Sponsor for approval
Approve, Change and Send	After the approval of the meeting minutes, the necessary changes can be made to the report. The final version is drawn up of the report and sent to the Client Sponsor and Project Manager and sign-off related Client staff.
Schedule, Finalize and Sign	A meeting is scheduled to finalize the project and formally sign-off on the deliverables of the project (see the XGS Methods and Discipline Methodology on Project Management) The Client Sponsor and Xerox Global Services Project Manager will both need to sign the approval document and each receive a fully signed copy. The approval can also be registered in a meeting report By approving the report, the documents and their contents are handed over to the Client and become the property of the Client subject to any Intellectual Property provisions in the contract Any changes to the documents will be subject to the change management procedure.



Important - Always check the Project Plan for the distribution/delivery arrangements. Always check the scope of the project when major changes are requested. Always check whether any further investigation is required and whether this does not affect the project budget/planning.

9.6.5 Project Closure

Review	Once the project has been signed off by the Client, the project can be reviewed and evaluated internally within Xerox Global Services. See the Xerox Global Services Methods & Disciplines Project Management for the appropriate procedure and documents involved.
Capture	The lessons learned. After Action Report (AAR) and other experiences which are useful for future projects or Client engagements need to be captured. See the Xerox Global Services Methods & Disciplines Project Management for the appropriate procedure and documents involved.
Archive	The project documentation and other relevant information need to be archived in the Xerox Global Services project archive (XGS Intellectual Capital Management system?)

9.6.6 Develop Request for Proposal (optional)

After the sign-off of the report, a Request for Proposal can be drawn up by the Xerox Global Services team.

Phase 5

It is imperative that there is an agreement on the report before drawing up the Request for Proposal as this document represents the main input. It is a good practice to add a detailed questionnaire to the appendix of a Request for Proposal.

The Request for Proposal can be either drawn up as part of or after the project as a separate Xerox Global Services project. The pros and cons for each of these options – e.g., ease of knowledge transfer when doing it during the project, versus time to reflect and include additional consideration when doing it as a separate project – have to be considered carefully for the situation at hand before deciding one or the other option. For projects with tough budget restrictions for analysis and planning it might be an advantage to keep this part separate or move it into the implementation and delivery phase where normally much more budget is available.

9.7 Output

The main output is a very satisfied Client, who is ready commission further services and products from Xerox.

9.8 Deliverables

- A final report
- A final presentation, if required
- Client sign-off
- Xerox Global Services Opportunity Management actions, including a handover where necessary to whoever is pursuing further Xerox Global Services opportunities with the Client
- Knowledge capture from this project – consider sending the one page summary of the project, the report, associated models, templates or spreadsheets to the CMA team for ‘publication’ on the intranet site, in suitably ‘anonymized’ form.

9.9 Quality Checks

- Are the Client sponsor and the Client project manager very satisfied? If so, will they provide Xerox Global Services with a reference and allow this work to be used as a case study?
- Have the project completion and opportunity management follow-up actions been completed?
- Did the client sign-off?
- Has the invoice for Xerox Global Services been paid?

Appendices

10. Appendices

Note that the contents of the Appendix sections may be URLs or other references to electronic material available on the Intranet and/or in an ICMS

10.1 Checklists

10.1.1 Meeting Principles

These apply to everyone.

Before the meeting

- Send the agenda and pre-reading at least 3 days in advance
- Give appropriate notice of absence

During the meeting

- Arrive punctually
- Keep to the agenda items and timing
- Avoid side conversations
- Listen
- Participate
- Be open and encourage ideas
- Be willing to reach consensus
- Critique ideas, not people
- Remember that all people are equal during the meeting
- The meeting leader's summary should take not longer than 5 minutes
- Finish punctually

After the meeting

- Distribute a summary of the meeting within 2 days

See also the template 4 Meeting Agenda.doc for a sample agenda.

10.1.2 Problem Definition Checklist

The problem definition should focus on the gap between “what is” and “what it should be.” The following checklist will help in developing a problem definition. A good problem definition should:

1. State the effect of the problem
2. State the gap – the difference between the desired state performance and the current state performance
3. Be specific and use facts – avoid broad categories such as productivity, lack of communication, etc.
4. Be measurable – include how often, how much, when, and who
5. Focus on the pain – stress discomfort and annoyance
6. State the problem definition, without implying a solution.

10.1.3 Metrics Checklists

These lists are intended as checklists. They are not necessarily comprehensive for every solution.

10.1.3.1 Cost metrics – investment costs

Category	Detail
IT equipment	
Hardware	Include development and bulk data capture environments, network and communications equipment, upgraded end user platforms
Operating software	Include operating systems, database, utility, development, network and communications software
Print equipment	
Hardware	Include capacity, utilization, output per hour, p-time, services performed, items produced or completed
Software	
Licensed application software	
	For example Documentum, SAP, training software, data capture and end user platform software
Maintenance charges for hardware and software	
	May be included in lease or rental
Telecommunications	
	Including internal and external annual connection costs, offsite/hosted links and backup facility charges
IT operational charges	
Storage	Magnetic storage, backup
Workstation/network connection	Charged by Client IT group and/or external provider(s)
Consumables/supplies	
Optical and magnetic media	Including duplicates for backup
Print production	Internal and external
External services	
Development and testing of systems, procedures, training and migration	External staff and facilities
Launch	Include training development and delivery, and post-implementation support
Operation	Include application software support, helpdesk, outsourced process operation and archiving services
Communications	Within Client organization
Program management and reporting	Including post implementation review
Client IT and user staff	
Development and testing of systems, procedures, training and migration	Internal staff and facilities, including training development and implementation (roadshow/course) costs
Launch	Including training and temporary staff or overtime to backfill while staff are being trained, and post-implementation support
Operation	IT and user staff as required, including ongoing training and helpdesk
Communications	Within Client organization, including electronic and face to face (roadshow) costs

Category	Detail
Program management and reporting	Including meeting preparation and post implementation review
Migration	
Content population from existing sources	Recording, classification, selection, preparation and data capture
Content conversion from legacy systems	Investigation and specialist skills
Document conversion from hard copy	Preparation, indexing and scanning
Document management	Weeding, disposal and re-indexing of documents
Facilities	
Permanent accommodation	Occupancy (including document stores) and removals
Temporary accommodation	Project team, bulk data capture and training/communication events
Offsite storage	Documents
Building works	Alterations
Furniture	For new/extended operations, e.g., data capture
Transport	Of people, documents, media
Finance	
Investment cost	The cost of money
Depreciation and write-offs	Of existing investment as a result of implementing the solution

10.1.3.2 Benefit metrics – revenue generating

Category	Detail
Financial	
New source of revenue	
Increased annuity stream	
Incremental sales realized	
Increased profitability	
Faster response increases revenue potential	
Increased productivity	
Increased management focus on key strategic and operational areas	Due to decision to outsource
Market Share	
Increased sales	Pipeline, backlog, bookings, win/loss, net sales per sales person
Shorter sales cycle	
Increased number of wins per opportunity	
Additional time to address revenue opportunities	
Increased wins over competition	
Faster time to market	Reduced startup costs through solution reuse and knowledge sharing
Published articles & case studies	In targeted publications
Thought leadership	Patent applications
Brand & product awareness	In targeted sectors
Customer	
Improved and ensured customer retention	# of repeat orders
Improved customer satisfaction	# referencable customers
Enhanced customer perception opportunities	
Improved ease of doing business	
Enhanced customer loyalty	
Employee	
Increased flexible working	
Improved retention	
Faster induction and training at different levels	
Knowledge reuse	Within and between locations
Reduced reliance on key individuals	
Improved health & safety due to availability of up to date operating procedures	
Employer of choice	

10.1.3.3 Benefit metrics – cost savings

These are cost savings where the operation of the preferred solution costs less than the base case (the 'do nothing' extension of the current state). Don't forget to count the growth in 'do nothing' costs such as increased staff, processing and storage capacity and costs required to handle growth in work volumes or changes in processing.

Category	Detail
Financial	
Staff	Reduced content & document management effort
	Support, rework and exception handling effort reduction
	Approval effort reduction
	Increased productivity - process workers, knowledge workers
	Reduced paid employee overtime
	Reduced administrative overhead
	Redundant staff functions/levels
Operations	Reduced handling time and costs
	Processes automated
IT & communications	Reduced IT system & communications costs
	Reduced IT storage costs for documents, email
Facilities	Reduced accommodation and other facilities costs
	Reduced print, postage, courier, fax, microfiche costs
Furniture	Reduced filing and archive management required – onsite, offsite, cost of retrievals from offsite location
Relocation	Relocation to out of town site(s), remote working
Stock	Reduced stock levels
Supply	Reduced supply costs
Operating expenses	Reduced operating expenses
	Reduced costs of defects and compliance
	Reduced internal and external support costs
	Reduced days sales outstanding/interest collection costs/charges on receivables/payables
	Reduced travel costs
	Reduced travel time
	Improved cash flow
	Reduction in working capital
Regulation	Conformance to legislation
	Reduced regulatory costs
Litigation	Reduced liability and legal costs
Market Share	
Reduced time to market costs	Knowledge velocity and reuse
Flexibility to support change	Improved process and information management
Reduced bid costs	Improved quality and accuracy
Reduced project costs	Availability of information
Customer	
Delivery	Improved quality and accuracy
	Error reduction
	Cycle time reduction
	Reduced hand-offs

Category	Detail
Satisfaction	Reduced customer satisfaction follow-up
	Improved information access at any time
Employee	
Improved morale	Cost savings in Reward and Recognition
Turnover reduction	Reduced recruitment, induction and startup costs
Training time reduction	Improved support for knowledge sharing

10.2 Tools

10.2.1 Six Sigma information

10.2.1.1 Theoretical basis

Six Sigma is a process/product improvement method - it emphasizes measurements leading to fact-based decision making and continuous improvement.

Sigma (σ) is the standard deviation from the mean of measurements of defects in a normal distribution

$$\sigma = \sqrt{\sum (x-x)^2/n}$$

The normal distribution is a bell curve. The wider the curve, the larger the Sigma. Six Sigma is when all the operations falling within 6 sigma (standard deviations) of the mean are within the limits of acceptability, i.e., not defects. That means that you need to achieve better than 2 defects per billion process operations.

Because of the uncertainty of measurement, the theoretical 6 sigma can (using standard measurement assumptions) only be measured to 4.5 Sigma which is 3.4 defects per million – for further discussion see the CMA Six Sigma information at <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16513>, which has pointers to Xerox and other Six Sigma information.

10.2.1.2 Zero defects

If you can measure how many defects there are in a process, you can systematically figure out how to eliminate them and get as close to "zero defects" as possible. To increase process capability, decrease process variation. Less variation allows greater predictability:

- More reliable forecasts, on-time schedules for orders, etc.
- Less waste & rework lowering costs
- Products & services that last longer
- Delighted customers.

10.2.1.3 Six Sigma process steps

There are two basic 'flavors' of the Six Sigma process improvement method:

DMAIC

- 1 **Define** the project goals & customer (internal & external) deliverables
- 2 **Measure** the process to determine current performance
- 3 **Analyze** and determine the root cause(s) of the defects

- 4 **Improve** the process by eliminating defects
- 5 **Control** future process performance

This is the method used in this workbook. It is suitable when a product or process is in existence but is not meeting customer specification or is not performing adequately.

DMADV

- 1 **Define** the project goals & customer (internal & external) deliverables
- 2 **Measure** and determine customer needs and specifications
- 3 **Analyze** the process options to meet the customer needs
- 4 **Design** (detailed) the process to meet the customer needs
- 5 **Verify** the design performance & ability to meet customer needs

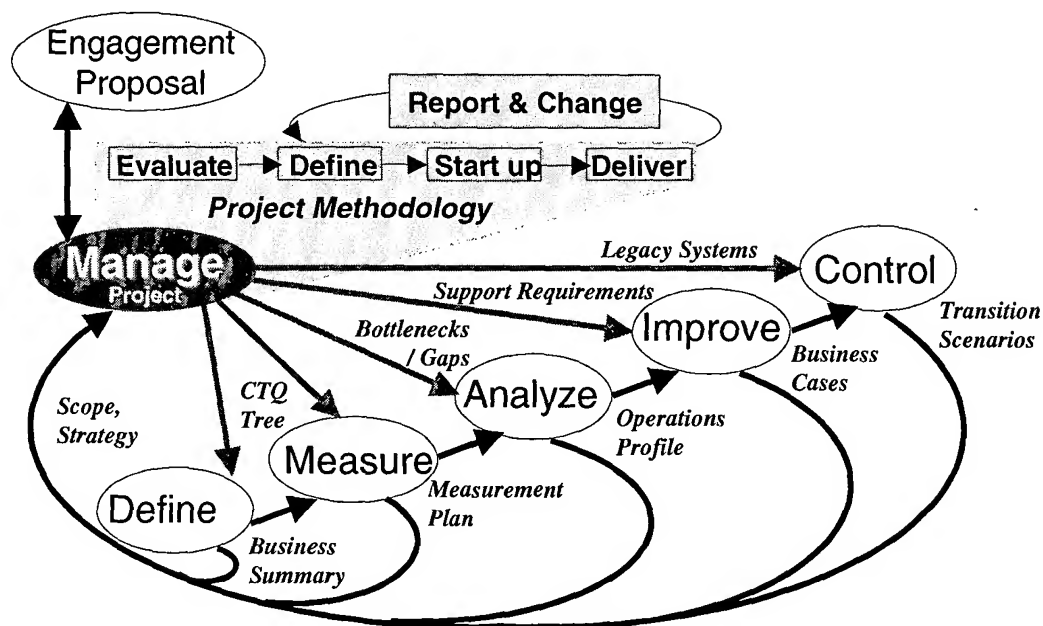
This is used when 1) a product or process is not in existence and one needs to be developed 2) The existing product or process exists, has been optimized and still doesn't meet the level of customer specification or six sigma level.

In practice there are elements of DMADV in this workbook as well.

There are also other approaches to Six Sigma using different multi-step methods.

10.2.1.4 Six Sigma in consultancy

Dr Jim Jones' diagram shows the interaction between DMAIC stages and project management in a consultancy assignment:



10.2.2 Critical to Quality Tree (acknowledgements to Dr Jim Jones)

Level 1	Level 2	Level 3	Examples of Measures
Outcome	Categories	Metrics	Measures
Value from Knowledge comes from having a positive Return on Equity (EVA)	Financial (Viability)	Cost of operations	% change in cost per quarter
		Revenue growth	% change in revenue per quarter
		Profit Margin	% change in profit per quarter
	Customer (Viability)	Satisfaction	Survey to Measure from 1 to 5 satisfaction index
		Adoption	# users/customer
		Proficiency	% productivity increase
	Learning & Growth:	Learning curve:	# hours for user to master a task
		Adoption rate	# hours from time of access/distribution to time of use
		Competence	# of people trained in critical skills category
	Culture (Viability)	Intelligence	Education level in critical skills categories
		Proficiency	Number of years experience in critical skills
		Motivation	Performance is defined and measured
	Internal Operations		
	Content (Validity)	Comprehensible	% documents designed with templates
		Coherent:	# of revisions and # of uses of templates
		Complete	# of revisions and # of accesses of documents
		Correct:	% of authenticated documents
		Awareness	Total knowledge classified
	Content (Visibility)	Precision	% usage of keyword and metadata for search
		Recall	# searches yielding between 1-30 documents
		Critical	% knowledge and documents properly categorized
		Depth of field	# of sources available to assist or provide information
		Quality of knowledge	User satisfaction rating
	Process (Velocity)	Rate of innovation	# of feasible innovations per year
		Process cycle time	# hours (or days) to process application documents (submission to completion)
		Queue time	# hours a document is waiting for action
		Resource wait time	# hours waiting for a qualified person or resource to attend to process
		Component wait time	# hours waiting for a necessary component
		Time to market	# days from date of innovation to date of sale
		Access Time	# seconds to complete an electronic search
		Travel Time	Average "travel time" required to perform a function (e.g., walk to fax machine)
		Response Time	Average time to satisfy customer need (e.g., answer a help desk inquiry)
	Process (Variation)	Explicit:	% processes defined as projects with workflow
		Reuse:	Higher revision # and # of uses of workflow templates
		Measured	% processing reporting 6 σ data & process time/cost
		Reduce	# of processes (measure of process complexity)
	Internal Support		
	Architecture (Variation)	Automate	# of formal disciplines (i.e. Statistics, CAE, ROI)
		Enable	% processes supported by Document Manage and Workflow
		Connect	% information available to every process
		Improve	# of lessons learned
	Infrastructure Networks (Visibility)	Band width	Band width for electronic information
		Availability	% up time
		Connectedness	% systems available to every process
		Security	% unauthorized access
	Infrastructure (Facilities and Equipment)	Condition	Average age of equipment
		Cost of operation	Average cost to replace consumables for equipment
		Number	# of pieces of equipment (e.g., printers) needed to service workforce
		Distance	Average "travel distance" required to perform a function (e.g., fax a message)

CTQs (stands for Critical to Quality) are the key measurable characteristics of a product or process whose performance standards, or specification limits, must be met in order to satisfy the Client. They align improvement or design efforts with critical issues that affect customer satisfaction. CTQs are defined early in any Six Sigma project, based on Voice of the Customer (VOC) data.

Six sigma tools which may be used to build CTQs include Quality Function Deployment (QFD) and Failure Modes and Effect Analysis (FMEA).

An example of a CTQ tree with CTQ factors at each level is shown above. You will need to identify and agree Client CTQs from Phase 1 onwards.

Remember that this is a tool for you to use. Change it where necessary.

10.2.3 Cost-Benefit Analysis

Cost Benefit Analysis (CBA) refers to the financial analysis that may be required to support a Business Case.

10.2.3.1 Considerations

The CBA Guide from QuEST is a good tutorial/starting point for general CBA. Do not assume that it will all apply directly to your Business Case. We have not reviewed the working of, and are not maintaining the associated Access tool. See 'QuEST Cost/Benefit Analysis Guide' in <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16512>

A CBA compiles the expected financial costs and benefits of a proposed action, with supporting documentation and calculation to justify the recommendation reached.

For a simple case it may be sufficient to demonstrate that the hard benefits are greater than the costs, based on established working patterns. This assumes that the benefits will be realized at, or around, the time of delivery.

However most CBAs will require an estimate of the financial impact of "soft" or "qualitative" factors such as the value of knowledge shared. These will still need supporting evidence such as benchmarking, case studies and research as well as agreement from Client representatives.

A Client may require:

- The impact of the solution to be expressed over time, as a schedule of initial and developing costs and benefits
- This schedule of costs and benefits to be matched to their financial planning periods
- That the costs are recovered within a certain time - for example, to obtain a Return On Investment (ROI) in two years.

Clients may have legislation and/or standards for the depreciation of equipment value over time, and the rates, eligibility and methods to use.

Consider also the economic life of the solution: the time frame during which the Client will realistically receive benefits.

Once all the costs and benefits are compiled, the Client may require the solution to be presented in the form of its Net Present Value. This requirement is less likely if they require a short payback time with a relatively low cost of money and/or inflation.

Another area to discuss and include in the financial plans may be the financing options available: purchase, lease or outsource.

10.2.3.2 Activity Based Costing (ABC)

Traditionally costs of production have been based on collecting and summing the direct and indirect costs associated with manufacturing products:

- Direct costs were established from the materials (raw and purchased components) and direct machine and labor time invested in a product
- Indirect costs were the overheads of the business (managerial, building costs, sales etc) typically applied as a percentage of the direct costs
- Often the General Ledger codes would follow similar definitions.

This was suitable for traditional factory-type production where direct costs were perhaps 80% of the total cost.

As the direct material cost of product has declined (<20%) and business processes diversified, the definition of indirect costs has become more important. In the late 1980's Activity Based Costing was devised as a more accurate indirect costing methodology. This method is therefore useful in service and other non-manufacturing operations.

ABC is used to understand and clarify the value or cost of an operation to an organization. It may be used to provide information and direction as to where a Client may concentrate efforts in Process Innovation.

10.2.3.3 CBA Construction

Both simple and complex CBAs will require you to logically and systematically collect and structure data and information for presentation in the CBA.

The Client may already have a "house style" for CBA structure, presenting current and desired state costs and benefits in a set structure for management appraisal.

See section template 49 Cost Benefit Spreadsheet.xls for an example of a CBA spreadsheet. Other examples are referenced from section 2.7 reference 5.

The structure proposed in Quest is to organize the information gathered in the following components: Process Costs, Investment Costs, and Benefits. The factors for each component are:

Process Costs for Current State	Process Costs for Desired State	Net Investment required for Desired State	Benefits for Desired State
Capital	Capital	Capital	One-Time
Depreciation	Depreciation	One-Time	Revenue Generating
Ongoing	Ongoing		(see vision statement)

For all information gathered you should note whether the costs/benefits are hard, soft or qualitative.

Process Costs for Current State

This comprises the time, effort and money expended on today's processes. If not derived during the Business Case, this may be available from the Client, or from the Client's finance group.

The Current State may have planned expenditure for renewal of fixed and intangible assets, including depreciation. Remember to allow for the 'do nothing' case in calculating the Current State process costs – what are the additional costs over the analysis period required to extend the Current State to deal with any planned changes in work?

Process Costs at Desired State

Similar to Current State. The process costs of Desired State processes less the process costs of the Current State show the potential savings.

Investment

All investment costs related to the solution must be defined, including external and internal (staff time). One-time costs are usually expensed in the year they are incurred, for example training costs.

There may also be investment costs required for the Current State.

Benefits

These should have been developed during the Business Case, and could be grouped into One-Time Cost Saving, and Revenue Generating (Process Savings having already been described)

10.2.3.4 CBA Presentation

The actual presentation style or structure will depend on the level, scope and detail of the Business Case/CBA.


Typically a summary sheet would be created with links (hyperlinks, linked cells, or references) to the supporting data. See template 49 Cost Benefit Spreadsheet.xls for an example of a CBA spreadsheet.

10.3 Work Breakdown Structure Templates

10.3.1 Estimating Criteria

This section outlines estimating criteria for three sizes of Business Case development, using 10 to 20, 40 and 60 days of Xerox Global Services effort.

The main drivers for the effort required are likely to be:

- 
- The number of interviews required. A typical metric is that one member of the team is able to handle 3 meetings per day including writing up interview notes (in brief bullet form), with a limited amount of other Business Case work. The degree of formality, amount of detail and method of capture (direct on a PC, on a form, digital recording device, handwritten notes) will vary between consultants and also according to Client requirements¹
 - The depth of analysis required. If a detailed analysis and documentation of the current state is required, then this will significantly increase the effort needed
 - The amount of specification of the desired state required

¹ Of course it's possible to do more interviews in a day – doing 8 interviews a day for three days tends to focus more on logistic problems such as which building must I go to next, how much time will it take to get there, and where is the interviewee's office rather than a clear identification, cross-reference and analysis of information gathered

- The amount of detailed planning required for the subsequent stages of development and implementation
- The number of workshops required
- The number of locations where information gathering is required.

10.3.1.1 Estimating criteria for a small development of a Business Case

Criterion	Business Case Small Development (for example – 10 to 20 days paid Xerox Global Services consultancy effort) Characteristics which may apply
Locations	One or two Client locations
Business areas	One business area
Clarity of problem	The Client has a clearly specified problem definition
Team size	One or two Xerox Global Services consultants for two to four weeks onsite, with preparation beforehand and report completion offsite afterwards as required Note – the 10 to 20 days includes all effort, on and off site
Scope	The scope is limited to a business case and includes only an outline of the requirements, the solution architecture and the implementation of the solution. The next Phase will be a more detailed specification of requirements OR Xerox Global Services has a standard set of requirements, solution architecture and implementation approach which the customer has agreed require minimal customization. The next Phase will start with the detailed design of the solution.
Platform selection	The number of business case options will be limited because the Client already has a clear idea of the solution components and architecture, e.g. the Client has already standardized on Documentum, a workflow technology and has a standard IT delivery platform throughout the relevant part of the organization.
IT costs clear	The work will not include detailed investigation of IT costs because the Client's IT groups have a clear and published scale of charges for the relevant technology. Where probable solution components do not appear on this list then there are de facto industry standards which will minimize the work necessary to cost solutions.
Internal costs known	The Client has robust and easily available measurements of internal costs needed to make the business case e.g. staff costs, accommodation costs, IT costs.
No publication	There is no requirement to produce a business case document which will be published beyond the immediate Client sponsor e.g. for further use in a public sector competitive procurement process.
No complex links to other programs	There are no links to other programs of change already underway in the Client organization which would require in-depth familiarization with them by the Xerox Global Services team.

10.3.1.2 Estimating criteria for a medium development of a Business Case

Criterion	Business Case Medium Development (for example - 40 days paid Xerox Global Services consultancy effort) Characteristics which may apply (some but not many)
Locations	There may be more than two Client locations
Business areas	One complex business area, or several business areas
Clarity of problem	The Client does not have a single clearly specified problem definition. Different departments have different interests and have not yet agreed on a single problem definition.
Team size	One to three Xerox Global Services consultants for three to eight weeks onsite, with preparation beforehand and report completion offsite afterwards as required Note – the 40 days includes all effort, on and off site.
Scope	The scope requested by the Client may include some specification of requirements and investigation of solution architecture.
Platform selection	The work may include some investigation and costing of solution elements (including partners) of which the Xerox Global Services team and its technical backup staff do not have first hand knowledge.
No single preferred solution	The number of business case options is not yet known. Different parts of different organizations - the Client, Xerox, incumbent IT suppliers or partners – are likely to have conflicting views on which solutions would be more appropriate. The work will involve facilitating agreement between these views.
IT costs not clear	The work may include detailed investigation of IT costs because the Client's IT supplier(s) do not have a clear and published scale of charges for the relevant technologies. The solution may require changes to the IT infrastructure which may require detailed discussion with IT supplier(s).
Internal costs not known	The Client does not have robust and easily available measurements of internal costs needed to make the business case e.g. staff costs, accommodation costs, IT costs.
Publication	There may be a requirement to produce a business case document which will be published beyond the immediate Client sponsor e.g. for further use in a public sector competitive procurement process.
Extended review of report	The approval of the business case report may require several iterations with different Client audiences, e.g., different operational departments, IT communities, at different locations.
Links to other programs	There are links to other programs of change already underway in the Client organization which would require in-depth familiarization by the Xerox Global Services team
Standards	The Client requires the Business Case development and deliverables to follow in detail a non-Xerox Global Services methodology (you should validate that this is real requirement and not just requested for appearances' sake, as 'window dressing')

10.3.1.3 Estimating criteria for a large development of a Business Case

Criterion	Business Case Large Development (for example 60 days paid Xerox Global Services consultancy effort) Characteristics which may apply
Scope	The scope covers several Client major business areas and locations Many of the 'medium' characteristics above apply
Team size	Two to four Xerox Global Services consultants consultants for four to eight weeks onsite, with preparation beforehand and report completion offsite afterwards as required Note – the 60 days includes all effort, on and off site
Links to complex program of change	The work will support a large program of change in the Client organization which has already progressed beyond the initial planning stage
Analysis of current state	Significant in-depth analysis of the current state including metrics is required
Definition of desired state	Significant detailed specification is required of the desired state including metrics
Rollout program	Significant planning and specification of the implementation program and measurements of benefits achieved is required

10.3.2 Work Breakdown Structure Example – Business Case Small Project

Phase	Task name	Week no.	Senior Consultant days	Junior Consultant days
0	Project initiation	1	1	1
1	Define the business	1	1	1
2	Develop metrics	1-2	1	1
3	Analyze the business	2-3	3	3
4	Select & justify preferred solution	3	2	2
5	Deliver the Business Case	4	2	2
	Total days		10	10

For a Business Case project of 10 days in total, only the senior consultant is required.

Separate Project Manager resources may be required for projects of 40 or 60 days, although the role may be taken on by a suitably skilled Senior Consultant.

10.4 Examples

10.4.1 Proposal Examples

10.4.1.1 For EDMS in financial services

Proposal for Business Case in section 10.4.4.1 – see ‘Sample EDMS Business Case proposal’ in <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16512>

10.4.2 Cost Benefit Analysis Examples

See examples from section 2.7 reference 5, including:

- ‘Stellent ROI spreadsheets’ in <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16512> for examples supplied by Stellent to cost-justify their software. Note the assumptions such as that all staff able to use the software will save 30% of their time and therefore their costs.
- ‘EDMS ROI spreadsheet’ for an example of a cost-justification spreadsheet from the XConnect National Knowledge Sharing Solutions Team specifically intended to quantify document storage, copying and manual paper document management costs.
- http://www.cmswatch.com/Features/TopicWatch/FeaturedTopic/?feature_id=67 for an article in CMSWatch entitled ‘Finding the ROI in Content Management’.

10.4.3 Metrics Examples

See ‘Operational measures example for document management’ in <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16512> for some examples of operational metrics applied to the implementation of an EDMS in financial services.

10.4.4 Reports and Presentations Examples

Note that these examples do not follow the Business Case report format described in this workbook. This is because they pre-date the development of this workbook. When we have examples of Business Cases developed using this workbook, we will include them.

10.4.4.1 Business case for EDMS in financial services

See ‘Sample EDMS Business Case’ in <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16512>, where Documentum is already chosen as the strategic direction. Includes a schedule and resource plan for a pilot implementation. This work required 24 days consultancy with two consultants, and led to further work on requirements specification.

10.4.4.2 Business Case for EDMS in Engineering operation and construction

See ‘Sample 2 EDMS Business Case’ in <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16512> for a power company. This business case includes an outline EDMS specification and implementation program, with a sample Official Journal of the European Community (OJEC) notice for procurement of EDMS software and services. This work required 48 days consultancy with two consultants. This led to further work supporting the procurement and implementation planning.

10.4.4.3 Needs Analysis and Cost Justification for a Hospital

See 'Sample 3 needs analysis and business case for output management' in <http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16512>. This is a needs analysis for photocopiers and associated services, with a proposed implementation program including process improvement and digital storage and retrieval for Medical Records. This work required 5 man-days onsite with additional development off site.

10.5 Training and Skills

10.5.1 Training

Training material has been developed separately. Please contact the CMA team for details.

10.5.2 Skills

Some relevant XGS UK XSkilling skill attributes are listed below. The XSkilling method assesses consultancy skills as competent or role model at four levels – level 1 is high, level 4 is low.

For all Xerox Global Services Business Case team members:

10.5.2.1 Exhibit basic Client relationship skills - competent at level 4

I can establish personal credibility with the Client

I adjust my manner / style to fit the situation

My manager is confident that I can work unsupervised in a Client environment

I keep my commitments and / or promises

10.5.2.2 Collect Client requirements - competent at level 4

I can arrange to meet appropriate Client personnel

I can conduct and document user interviews

I can identify possible knowledge gaps (in regard to obtaining further information to formulate a proposed Client solution) and highlight these to a senior team member

I am able to document process flows (including information flows)

For the lead consultant:

10.5.2.3 Analyze Client requirements – level 3

Competent

I am able to define key business processes and a Client's business drivers related to the area of the project in which I am engaged

I am able to identify the inputs, outputs and functions of a business process

I am able to consolidate my findings, draw conclusions and validate these with the Client

Role Model

I am able to differentiate the Client's perceived needs from real needs

- I can identify techniques and key sources of information to analyze business processes
- I am able to identify improvements in parts of the process and validate these with the Client
- I initiate meetings with Clients to clarify Client requirements
- I am able to propose process solutions based on my analysis

10.5.2.4 Develop Client business and requirement reports – level 3

Competent

- I am able to produce clear and concise Client reports and presentations to assist understanding of the issues and solutions relating to my project tasks
- I am able to identify functional interfaces and highlight these for the technical solution

Role Model

- Some of the Client business and requirements reports that I have created have been re-used by other XGS staff
- I am able to review reports and presentations and to advise on structure, grammar and content modifications
- I can explain product terms and technical references - so that these terms can be understood by the person reviewing the document.

10.5.2.5 Exhibit enhanced interpersonal /relationship skills – level 3

Competent

- Other team members assess me as appearing confident when discussing the project with them
- I am able to manage high stress/conflict situations appropriately (internal Xerox or Client situations)
- I positively impact the team's morale, sense of belonging and participation
- I am able to extract information and work productively with people who have a different background, or level of experience from myself.

10.5.2.6 Deliver Client project presentations during projects – level 3

Competent

- I am able to present confidently, and I can organize discussion in a logical manner
- I provide appropriate answers to ad hoc questions from Clients during presentations
- I can communicate intended messages clearly when delivering formal presentations to Clients

10.6 Sales and Marketing

- Sales training and material will be developed as part of the CMA program.
- Sales and Marketing material is being developed and is stored at
<http://docushare.wgc.gbr.xerox.com/dscgi/admin.py/View/Collection-16462>